



Final Evaluation Executive Summary

**CT/INL Tunisia: Civilian Security Sector Train-the-Trainer
Performance Evaluation
Contract No. SAQMMA12D0084
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EXECUTIVE SUMMARY

The evaluation was conducted to assess how assistance from the Bureau of International Narcotics and Law Enforcement and the Antiterrorism Assistance Program has contributed to improvements in Tunisian law enforcement capabilities while also advancing and achieving greater transparency, accountability, and the respect for human rights and the rule of law. The evaluation also examined the sustainability of the program and the effectiveness of the various methodologies employed in this pursuit, specifically the train-the-trainer (TT) program.

Evaluation Questions

As stated in the Performance Work Statement, the evaluation should answer the following key questions:

- To what extent has assistance provided by INL and CT achieved Tunisia ICS Objective 2.3?
- To what extent has assistance provided by INL and CT achieved the respective goals and objectives of those bureaus?
- What degree of confidence is there that these outcomes can be attributed directly to the INL and CT programs?
- How effective have the various TOT efforts achieved sustainable capabilities?
- Which TOT methodologies have been the most effective in pursuit of sustainability and why?

Summary of Recommendations

Results show that the Tunisia program has been meeting high-level strategic objectives to build the law enforcement sector's capabilities in various areas. The program has also achieved the public's trust through innovative ways of inviting the media and civil society representatives to the training activities.

The evaluation also found that the TT program has been very effective in achieving sustainability and this is enhanced by allowing master trainers to help design and contextualize training materials and other resources. INL should continue on the TT program to ensure sustainability and future ATA assistance should consider applying this model to the possible courses.

The program is the most active law enforcement capacity-building initiative and thus improvements in outcomes within the different units can be attributed to it. However, measuring achievements can be a challenge because the program does not have a performance monitoring plan.

INL and ATA should build on the program's achievements in enhancing the technical capacity of the Tunisian law enforcement. Specifically, the participation of the different beneficiary units in the early stages of prior to course delivery to incorporate local conditions and relevant laws in the development of course curricula is a key component.

The course delivery cycles of both INL and ATA and the communication between both units should continue. Both bureaus have implemented and managed the Tunisia program to respond to their respective strategic guidance and objectives. INL has an established team in the Embassy consisting of a Director, Deputy Director, Senior Advisor, and a support staff of Foreign Service Nationals. The team has established a procedure for communicating with the Tunisian Ministry of the Interior (MOI) to

coordinate and plan the delivery of courses and other assistance. Coordination with ATA for training is currently done through the Regional Security Office but plans are in place to have a Resident Program Manager (RPM). The RPM should strengthen the networks and relationships already established with the MOI and law enforcement units and continue the coordination with INL and other Embassy offices.

The delivery cycle should be supported with a performance management system to regularly track progress and retain verifiable data for monitoring and reporting purposes. The system will help the Tunisia program to track activities, conduct course corrections if needed, and inform future programming design and implementation decisions. INL and ATA already collect a lot of data in various mechanisms like AARs and country assessments. These resources can be leveraged as data sources in the development of a performance management system.

ATA should include a train-the-trainer component for all appropriate courses. This is especially true for courses scheduled to occur multiple times within the upcoming one to two years. ATA should consider having the TT trainees attend and assist in delivering the subsequent courses as to fully develop their competency and confidence in delivering the course material. The RASI course is an excellent example. A TT trainee could have been selected from various units (i.e. National Police, National Guard, Presidential Guard, Fire, etc.) to attend the first course and by the fourth course they could have actually taught the course.

INL and ATA should consider adding a mentor with a strong background in training to work directly with current and future Tunisian trainers to improve their performance and tracking of courses delivered.

CT should fill the Tunisia ATA Program Coordinator position as soon as the hiring freeze is lifted. ATA course deliveries are being significantly increased and RSO personnel are working at full capacity. It is also recommended that CT consider adding an additional FSN to focus solely on ATA deliveries, as the existing three FSN are currently fully employed.

INL and ATA Program Coordinators should meet with the various unit commanders on a quarterly basis to discuss their actual needs, as well as ensure the courses considered for delivery are not too basic or advanced for the receiving unit.

INL and ATA should create an annual training plan and provide to the various training and unit commanders at the beginning of the year. This would assist Tunisia to better plan for internal staffing issues and select appropriate participants.

ATA courses involving multiple iterations were being run sporadically throughout the year. ATA has recently been scheduling instructors to conduct course deliveries back to back. This has made coordination significantly easier for the RSO's office and appears to have improved the quality of training provided to participants. This practice should continue whenever feasible.