![unitar logo - United Nations Institute for Training and Research]

Independent Evaluation of the Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections Project

List of Tables

List of Figures

Foreword

The "Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections" project aimed to support national authorities in Mali to transition towards democratic governance and the rule of law, contributing to peace and development in the country.

The evaluation assessed the project's relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability. Overall, the evaluation found the project to be highly relevant to all stakeholders' needs and priorities, particularly in light of the electoral calendar and the current Malian volatile political context. The project was deemed a coherent alignment with other initiatives implemented by UNITAR, some of which were also funded by the same donor. The project demonstrated effectiveness in delivering high-quality outputs that were considered substantive, relevant and applicable in practice. While external circumstances prevented the delivery of some planned outputs, alternative measures were implemented, including a revision of the crisis management guidebook, the publication of crisis management cards and the inclusion of medical training. In terms of efficiency, the project was successfully completed within the designated timeline and its human resource allocation was appropriate. However, the evaluation remained inconclusive regarding the project's financial efficiency due to the challenges encountered in verifying expenditures and comparing budget utilization as a consequence of not being able to review the project's final financial report. The evaluation found significant progress made by the project, yet further strengthening is needed to achieve the intended impact. Ensuring the project's sustainability was found to be a primary concern, necessitating continuous efforts to bridge the gaps and establish a coordinated response for the upcoming elections, thereby ensuring long-term impact.

The evaluation issued a set of seven recommendations of which six were accepted and one was partially accepted due to security limitations. Any implementation of recommendations is subject to donor funding.

The evaluation was managed by the UNITAR Planning, Performance Monitoring and Evaluation (PPME) Unit and was undertaken by Emmanuelle Diehl. The PPME Unit is grateful to the evaluator, the Peacekeeping Training Programme Unit's project team and partners based in Geneva and Mali, as well as other project stakeholders for providing important input into this evaluation.

Brook Boyer
Director, Division for Strategic Planning and Performance
Manager, Planning, Performance Monitoring and Evaluation Unit

Contents

Executive summary

The Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections project was implemented from July 2021 to December 2022 and received funding of 3,500,370.28 EUR from the Federal Foreign Office of Germany. The project's overarching objective was to support national authorities in Mali to transition towards democratic governance and the rule of law, contributing to peace and development in the country.

The evaluation was conducted between December 2022 and June 2023 and included a field mission to Bamako, Mali in January 2023. During the mission, group discussions and interviews were held with 54 stakeholders (8 women and 46 men), 32 of whom were trainers and 22 of whom were representatives from UNITAR, EMPABB, MINUSMA, EUCAP Sahel, military security forces and international experts. Additionally, a survey was administered to trainers and master trainers to assess their feedback from the training and their utilization of the training materials and pedagogy. Follow-up calls with the 10 trainers were conducted between February and March 2023 to gather more detailed information on the training.

The evaluation methodology employed a theory of change approach and utilized mixed tools encompassing both quantitative and qualitative methods. It focused on assessing the project's relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability. The evaluation aimed to identify good practices, lessons learned and challenges encountered by the project. The evaluation issued a set of recommendations related to the project's design, implementation and management. Ultimately, the evaluation sought to fulfil accountability requirements while contributing to the project's improvement and fostering broader organizational learning.

Relevance

The evaluation found the project to be highly relevant to all stakeholders' needs and priorities, including EMPABB, UNITAR, the donor and the Malian Security Forces. The relevance was particularly emphasized in light of the electoral calendar and the volatile political context following the December 2021 coup d'état. The content of the training, as well as the simulation exercise conducted to test the coordinated deployment capacities of the Malian security forces, proved essential in effectively managing crowds, minimizing violence and mitigating potential casualties.

The initial simulation exercise allowed the UNITAR team of experts to identify weaknesses and provide valuable recommendations for enhancing the crisis management guidelines and improving coordination among the security forces. Moreover, the training of trainers' sessions and the materials provided were well-received by the trainers, serving as catalysts for their enhanced delivery and knowledge acquisition. Overall, the project's relevance was evident in its alignment with the pressing needs of the context, its focus on critical skills for managing crisis situations, and its positive impact on the trainers' abilities to deliver training effectively, all contributing to the project's overall success.

Coherence

The collaboration between UNITAR and EMPABB dates to 2016, marked by a series of projects that complement each other, given their shared mandates of promoting peace and stability. Therefore, this project aligned coherently with other initiatives, including those financed by the German Ministry of Foreign Affairs. Notably, the evaluation found the project to be consistent with the objectives of the Sustaining Peace in Mali and the Sahel

Region through Strengthening Regional Peacekeeping Training Capacities project.

The evaluation's findings confirmed the high level of coherence between the project and various aspects, including EMPABB's mandate, UNITAR's training methodologies and its strategic framework, the Sustainable Development Goals (SDGs) 5 and 16, the national legal electoral framework and the perspectives of the trainers. This coherence ensured that the project's activities were in line with established objectives and frameworks, enhancing its effectiveness and the overall achievement of desired outcomes.

Effectiveness

Overall, the project demonstrated effectiveness in delivering high-quality outputs that were considered substantive, relevant and applicable in practice. Amendments made to the original log frame were promptly communicated to the donor, who expressed satisfaction with the level of information provided and the timely submission of reports. While external circumstances prevented the delivery of some planned outputs, alternative measures were implemented, including the revision of the crisis management guidebook, the publication of crisis management cards and the inclusion of medical training. The significance of medical training was emphasized by trainers and master trainers as it equips troops with crucial knowledge of first aid and medical protocols for the protection of civilians during periods of violence.

The integration of gender and human rights themes into the training materials was acknowledged, although interviewees expressed a desire for more detailed materials and practical case studies in this regard. Although not all troops received training, the provided level of training and support was highly appreciated, resulting in requests for additional similar training activities and simulation exercises. These requests aimed to further enhance the security forces' skills, coordination protocols and adherence to international

best practices in crisis management, particularly in preparation for the upcoming elections.

Efficiency

The project's reporting was viewed as sufficient by the donor, EMPABB and UNITAR. However, the evaluation faced challenges in verifying expenditures against the budget due to discrepancies between the interim reports and log frames. The final financial report from UNITAR to the donor was only scheduled for submission in June 2023, while the project's implementation period ended in December 2022.

From a human resources perspective, stakeholders considered the project efficient as a combination of international and local experts and trainers were mobilized. UNITAR promptly provided the necessary international expertise, while the training materials were consistently updated to meet international standards. The professionalism of the international experts received high praise from the interviewees.

Although the financial documentation was limited due to the due date for reports to be submitted to the donor, the donor expressed satisfaction with proposed activity changes and overall project delivery, including financial management. The substantial budget allocation for the project was justified considering the implementation of numerous training activities. The simulation exercises, involving a significant number of troops and real equipment to simulate election scenarios, incurred considerable costs but were highly valued and deemed essential by the security forces and relevant administrations.

Overall, the project was successfully completed within the designated timeline and its human resource allocation was appropriate. However, the evaluation remained inconclusive regarding the project's financial efficiency due to the challenges encountered in verifying

expenditures and comparing budget utilization as a consequence of not being able to review the final financial report from UNITAR to the donor.

Likelihood of impact

The evaluation acknowledges the significant progress made in the project (yellow rating – mostly achieved), yet further strengthening is needed to achieve the desired impact of equipping and training the Malian security forces for effective response during elections and country-wide events. The certified trainers face challenges in availability due to field responsibilities and limited support from upper management. Overcoming these obstacles is crucial for fostering a sustainable community of practice and maximizing the trainers' contributions. Incorporating qualitative indicators will provide deeper insights into participants' competency and the integration of training outcomes into daily work practices, enhancing the assessment of effectiveness.

Likelihood of sustainability

The stakeholders involved in the project have shown commitment to achieving its objective, although they recognize certain limitations in participants' coverage, despite conducting trainings in major cities and a simulation exercise in Bamako, the capital city of Mali. Ensuring the project's sustainability is a primary concern, necessitating continuous efforts to bridge the gaps and establish a coordinated response for the upcoming elections, thereby ensuring long-term impact.

Recommendations

R1. UNITAR should promote the integration of crisis management guides and technical resources into national security force schools.

R2. UNITAR should develop specialized trainings on crisis management and securitization of elections for senior officers.

R3. In collaboration with its partner, UNITAR should review the course materials to ensure greater integration of human rights considerations into the training of trainers' certification and other training programmes.

R4. UNITAR should develop monitoring tools and draft indicators that are more qualitative to capture the effectiveness of the trainings rather than just report on the number of trained officers.

R5. UNITAR should strengthen communication and dissemination of training learnings through peer-to-peer knowledge sharing and through the identification of champions for knowledge sharing and mentoring.

R6. UNITAR should foster peer-to-peer knowledge sharing through networks and champions.

R7. UNITAR should build on learnings from this project to inform future elections projects, including conducting comprehensive assessments to identify ongoing gaps and challenges in the existing crisis management coordination deployment plan, and developing targeted training programmes and simulation exercises to address these areas.

Lessons learned

Stakeholder dedication and ownership

The commitment and dedication of stakeholders, including international and national actors, is vital for the success of a project. Collaboration and shared ownership among stakeholders contribute to project effectiveness, early signs of impact and likelihood of sustainability. The enduring collaboration between EMPABB and UNITAR is a testament to this dedication, which has yielded positive results.

Monitoring and learning tools

Clear and well-defined outcomes and indicators are essential for effective monitoring and learning throughout the

project life cycle. In addition, conducting baseline assessments provides a benchmark for measuring progress and determining the overall impact of the project.

Training and simulations

To strengthen the capabilities of national security forces, it is crucial to engage in medium to long-term training and simulations. This requires dedicated funding and the integration of relevant curricula. Additionally, it is essential to develop a pool of trainers and master trainers who can be regularly deployed to deliver effective training. Furthermore, fostering knowledge sharing among participants is vital for disseminating key takeaways and promoting ongoing behavioural change.

Gender, human rights and 'Leave No One Behind'

It is always recommended to enhance the integration of gender, human rights and the 'Leave No One Behind' principle in project activities. This should involve further development of training content to ensure comprehensive coverage of these topics. Merely touching upon these subjects during training is insufficient to foster positive habits among security forces. Therefore, it is important to place greater emphasis on these aspects to promote equal opportunities and respect for all individuals.

Sommaire Exécutif

Le projet de "renforcement des capacités de gestion de crise de la police nationale malienne, de la gendarmerie et de la garde nationale pendant les élections » a été mis en œuvre de juillet 2021 à décembre 2022 et a reçu un financement de 3,500,370 EUR du ministère fédéral des affaires étrangères d'Allemagne. L'objectif global du projet était d'aider les autorités nationales du Mali à faire la transition vers la gouvernance démocratique et l'état de droit, en contribuant à la paix et au développement dans le pays.

L'évaluation a été menée entre décembre 2022 et juin 2023 et comprenait une mission de terrain à Bamako, au Mali, en janvier 2023. Au cours de la mission, des discussions de groupe et des entretiens ont eu lieu avec 54 parties prenantes (8 femmes et 46 hommes), dont 32 formateurs et 22 représentants de l'UNITAR, de l'EMPABB, de la MINUSMA, de l'EUCAP Sahel, des forces de sécurité militaires et des experts internationaux. En outre, une enquête a été menée auprès des formateurs et des maîtres formateurs afin d'évaluer leurs commentaires sur la formation et leur utilisation du matériel de formation et de la pédagogie. Des appels de suivi avec les 10 formateurs ont été effectués entre février et mars 2023 afin de recueillir des informations plus détaillées sur la formation.

La méthodologie d'évaluation utilisait une approche fondée sur la théorie du changement et des outils mixtes englobant des méthodes quantitatives et qualitatives. Il était axé sur l'évaluation de la pertinence, de la cohérence, de l'efficience, de l'efficacité, de la probabilité d'impact et de la probabilité de durabilité du projet. L'évaluation visait à identifier les bonnes pratiques, les enseignements tirés et les défis rencontrés par le projet. L'évaluation a émis un ensemble de recommandations relatives à la conception, à la mise en œuvre et à la gestion du projet. En fin de compte, l'évaluation visait à répondre aux exigences de responsabilisation tout en contribuant à l'amélioration du projet et en favorisant un apprentissage organisationnel plus large.

Pertinence
L'évaluation a révélé que le projet était très pertinent pour les besoins et les priorités de toutes les parties prenantes, y compris l'EMPABB, l'UNITAR, le donateur et les forces de sécurité maliennes. La pertinence a été particulièrement soulignée à la lumière du calendrier électoral et du contexte politique volatile qui a suivi le coup d'État de décembre 2021. Le contenu de la formation, ainsi que l'exercice de simulation mené pour tester les capacités de déploiement coordonnées des forces de sécurité maliennes, se sont avérés essentiels pour gérer efficacement les foules, minimiser la violence et atténuer les pertes potentielles.

L'exercice initial de simulation a permis à l'équipe d'experts de l'UNITAR d'identifier les faiblesses et de fournir des recommandations précieuses pour améliorer les lignes directrices de gestion de crise et améliorer la coordination entre les forces de sécurité. De plus, la formation des formateurs et le matériel fourni ont été bien accueillis par les formateurs, qui ont servi de catalyseurs pour leur prestation améliorée et l'acquisition de connaissances. Dans l'ensemble, la pertinence du projet s'est manifestée par son alignement sur les besoins urgents du contexte, l'accent mis sur les compétences essentielles pour gérer les situations de crise et son impact positif sur les capacités des formateurs à dispenser une formation efficace, tous contribuent à la réussite globale du projet.

Cohérence
La collaboration entre l'UNITAR et l'EMPABB date de 2016 et consiste en une série de projets complémentaires, compte tenu de leurs mandats communs de promotion de la paix et de la stabilité. Par conséquent, ce projet s'est aligné de manière cohérente sur d'autres initiatives,

y compris celles financées par le ministère allemand des affaires étrangères. L'évaluation a notamment révélé que le projet était conforme aux objectifs du projet « maintien de la paix au Mali et dans la région du Sahel » par le renforcement des capacités régionales de formation au maintien de la paix.

Les résultats de l'évaluation ont confirmé le haut niveau de cohérence entre le projet et divers aspects, y compris le mandat de l'EMPABB, les méthodologies de formation de l'UNITAR et son cadre stratégique, les objectifs de développement durable (ODD) 5 et 16, le cadre législatif électoral national et les perspectives des formateurs. Cette cohérence a permis de s'assurer que les activités du projet étaient conformes aux objectifs et aux cadres établis, ce qui a amélioré son efficacité et la réalisation globale des résultats souhaités.

Efficacité

Dans l'ensemble, le projet a démontré son efficacité à produire des produits de grande qualité qui ont été jugés importants, pertinents et applicables dans la pratique. Les modifications apportées à la base logarithmique originale ont été communiquées rapidement au donateur, qui s'est dit satisfait du niveau d'information fourni et de la présentation en temps opportun des rapports. Bien que des circonstances externes aient empêché la réalisation de certains résultats prévus, d'autres mesures ont été mises en œuvre, notamment la révision du guide de gestion de crise, la publication de cartes de gestion de crise et l'inclusion de la formation médicale. L'importance de la formation médicale a été soulignée par les formateurs et les maîtres formateurs, car elle dote les troupes d'une connaissance cruciale des premiers soins et des protocoles médicaux pour la protection des civils en période de violence.

L'intégration des thèmes liés au genre et aux droits de l'homme dans le matériel de formation a été reconnue, bien que les personnes interrogées aient exprimé le désir d'obtenir des documents plus détaillés et des études de cas pratiques à cet égard. Bien que toutes les troupes n'aient pas reçu de formation, le niveau de formation et de soutien fourni a été très apprécié, ce qui a donné lieu à des demandes d'activités d'entraînement et d'exercices de simulation similaires. Ces demandes visaient à renforcer les compétences des forces de sécurité, les protocoles de coordination et le respect des meilleures pratiques internationales en matière de gestion de crise, en particulier en vue des prochaines élections.

Efficience

Les rapports du projet ont été jugés suffisants par le donateur, l'EMPABB et l'UNITAR. Toutefois, l'évaluation a eu de la difficulté à vérifier les dépenses par rapport au budget en raison des écarts entre les rapports intérimaires et les bases de calcul. Le rapport financier final de l'UNITAR au donateur ne devait être soumis qu'en juin 2023, tandis que la période de mise en œuvre du projet se terminait en décembre 2022.

Du point de vue des ressources humaines, les parties prenantes ont estimé que le projet était efficace car une combinaison d'experts et de formateurs internationaux et locaux a été mobilisée. L'UNITAR a rapidement fourni l'expertise internationale nécessaire, tandis que le matériel de formation a été constamment mis à jour pour répondre aux normes internationales. Le professionnalisme des experts internationaux a été très apprécié par les personnes interrogées.

Bien que la documentation financière ait été limitée en raison de la date limite de soumission des rapports au donateur, le donateur s'est dit satisfait des changements proposés aux activités et de l'exécution globale du projet, y compris la gestion financière. Le budget substantiel alloué au projet était justifié compte tenu de la mise en œuvre de nombreuses activités de formation. Les exercices de simulation, impliquant un nombre important de troupes et de matériel réel pour simuler des scénarios électoraux, ont entraîné des coûts considérables, mais ont été très appréciés et jugés essentiels par les forces de sécurité et les administrations concernées.

Dans l'ensemble, le projet a été mené à bien dans les délais prévus et l'affectation des ressources humaines était appropriée. Toutefois, l'évaluation n'a pas été concluante en ce qui concerne l'efficacité financière du projet en raison des difficultés rencontrées dans la vérification des dépenses et la comparaison de l'utilisation du budget en raison de l'impossibilité d'examiner le rapport financier final de l'UNITAR au donateur.

Probabilité d'impact

L'évaluation reconnaît les progrès importants réalisés dans le cadre du projet (marqué en jaune signifiant « pour la plupart atteints »), mais un renforcement supplémentaire est nécessaire pour atteindre l'impact souhaité en équipant et en formant les forces de sécurité maliennes pour une réponse efficace pendant les élections et les événements nationaux. Les formateurs certifiés font face à des défis de disponibilité en raison des responsabilités sur le terrain et du soutien limité de la haute direction. Surmonter ces obstacles est crucial pour favoriser une communauté de pratique durable et maximiser les contributions des formateurs. L'intégration d'indicateurs qualitatifs permettra de mieux comprendre les compétences des participants et l'intégration des résultats de la formation dans les pratiques de travail quotidiennes, améliorant ainsi l'évaluation de l'efficacité.

Probabilité de durabilité

Les parties prenantes impliquées dans le projet ont montré leur engagement à atteindre son objectif, tout en reconnaissant certaines limites dans la couverture des participants, malgré la tenue de formations dans les grandes villes et d'un exercice de simulation à Bamako, la capitale du Mali. Assurer la durabilité du projet est une préoccupation primordiale, nécessitant des efforts continus pour combler les lacunes et établir une réponse coordonnée pour les élections à venir, assurant ainsi un impact à long terme.

Recommandations

R1. L'UNITAR devrait promouvoir l'intégration des guides de gestion de crise et des ressources techniques dans les écoles de sécurité nationale.

R2. L'UNITAR devrait développer des formations spécialisées sur la gestion de crise et la sécurisation des élections pour les cadres supérieurs.

R3. En collaboration avec son partenaire, l'UNITAR devrait examiner le matériel de cours afin d'assurer une meilleure intégration des considérations relatives aux droits de l'homme dans la formation des formateurs certifiés et d'autres programmes de formation.

R4. L'UNITAR devrait élaborer des outils de suivi et des projets d'indicateurs plus qualitatifs pour mesurer l'efficacité des formations plutôt que de se contenter de rendre compte du nombre d'agents formés.

R5. L'UNITAR devrait renforcer la communication et la diffusion des enseignements de la formation par le partage des connaissances entre pairs et par l'identification de champions pour le partage des connaissances et le mentorat.

R6. L'UNITAR devrait favoriser le partage des connaissances entre pairs par l'intermédiaire de réseaux et de champions.

R7. L'UNITAR devrait s'appuyer sur les enseignements tirés de ce projet pour éclairer les futurs projets électoraux, y compris la réalisation d'évaluations complètes pour identifier les lacunes et les défis actuels dans le plan de déploiement de la coordination de la gestion des crises, et élaborer des programmes de formation ciblés et des exercices de simulation pour aborder ces domaines.

Leçons apprises

Engagement et appropriation des parties prenantes

L'engagement et le dévouement des parties prenantes, y compris des acteurs internationaux et nationaux, sont essentiels à la réussite d'un projet. La collaboration et l'appropriation partagée entre les parties prenantes contribuent à l'efficacité du projet, aux premiers signes d'impact et à la

probabilité de durabilité. La collaboration durable entre l'EMPABB et l'UNITAR témoigne de ce dévouement qui a donné des résultats positifs.

Outils de suivi et d'apprentissage

Des résultats et des indicateurs clairs et bien définis sont essentiels pour un suivi et un apprentissage efficace tout au long du cycle de vie du projet. De plus, la réalisation d'évaluations de base fournit un point de repère pour mesurer les progrès et déterminer l'incidence globale du projet.

Formation et simulations

Pour renforcer les capacités des forces de sécurité nationales, il est crucial de s'engager dans une formation et des simulations à moyen et long terme. Cela nécessite un financement dédié et l'intégration des programmes pertinents. De plus, il est essentiel de créer un bassin de formateurs et de maîtres formateurs qui peuvent être régulièrement déployés pour offrir une formation efficace. En outre, il est essentiel de favoriser le partage des connaissances entre les participants pour diffuser les principaux points à retenir et promouvoir un changement de comportement continu.

Genre, droits de la personne et « ne laisser personne de côté »

Il est toujours recommandé de renforcer l'intégration du genre, des droits de l'homme et du principe «Ne laissez personne pour compte» dans les activités du projet. Cela devrait impliquer un développement plus poussé du contenu de la formation afin d'assurer une couverture complète de ces sujets. Le simple fait de toucher à ces sujets pendant la formation est insuffisant pour favoriser des habitudes positives parmi les forces de sécurité. Par conséquent, il est important de mettre davantage l'accent sur ces aspects pour promouvoir l'égalité des chances et le respect de tous les individus.

Acronyms and abbreviations

CECOGEC	Le Centre de Coordination et de Gestion des Crises
CSA	Comité de suivi de l'Accord
ECOWAS	Economic Community of West African States
EMPABB	Alioune Blondin Beye Ecole de Maintien de la Paix
EUCAP	European Union Capacity Building Mission in Niger
FPU	Formed Police Unit
INTERPOL	International Criminal Police Organization
MINUSMA	Mission Multidimensionnelle Intégrée des Nations Unies pour la Stabilisation au Mali [United Nations Multidimensional Integrated Stabilization Mission in Mali].
MSF	Malian Security Forces
PPME	Planning, Performance Monitoring and Evaluation Unit
SDG	Sustainable Development Goals
ToC	Theory of Change
ToT	Training of Trainers
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime

Introduction

Background

1. The United Nations Institute for Training and Research (UNITAR) has been collaborating with the Alioune Blondin Beye Ecole de Maintien de la Paix (EMPABB) since 2016, as both implementing partner and beneficiary, to enhance its training capabilities with the aim of providing comprehensive support to local authorities and regional security forces. This support enables them to be better prepared for deployment to peacekeeping operations and to effectively maintain and restore peace during critical events, such as elections. The collaboration has become increasingly important due to Mali's fragile political landscape over the past decade, marked by democratic elections and attempted coups d'état.

2. In 2018, Ibrahim Boubacar Keïta was re-elected President of Mali, but growing discontentment among the population, fuelled by issues such as corruption, economic instability and the government's handling of security challenges in the northern regions, led to mass protests demanding the president's resignation. The culmination of public anger resulted in a coup d'état in August 2020, with Colonel Assimi Goïta leading the overthrow of the government.

3. Following the coup, an interim government was established with the aim of organizing new elections, transitioning to civilian rule, and restoring the rule of law. However, the interim government faced internal disagreements and public scepticism regarding its ability to address the underlying issues in Mali. In May 2021, another coup led by Colonel Assimi Goïta took place, ousting the interim government and raising concerns about political stability and the commitment to democratic governance.

4. The recent coup in Mali has garnered international condemnation, with the African Union and ECOWAS, for example, imposing sanctions and demanding the restoration of civilian rule. These events highlighted the fragility of democratic institutions in Mali and the ongoing challenges in establishing a stable and democratically-elected government.

5. Recognizing the need to strengthen the internal security forces in response to this volatile landscape, UNITAR launched the Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections project. Originally planned for the 2022 presidential elections, the project focused on enhancing the operational readiness of the Malian national police, gendarmerie and national guard. With the elections having been postponed until February 2024, the project was adapted with the aim of equipping these security forces with the necessary skills and capabilities to maintain peace and security during the electoral process.
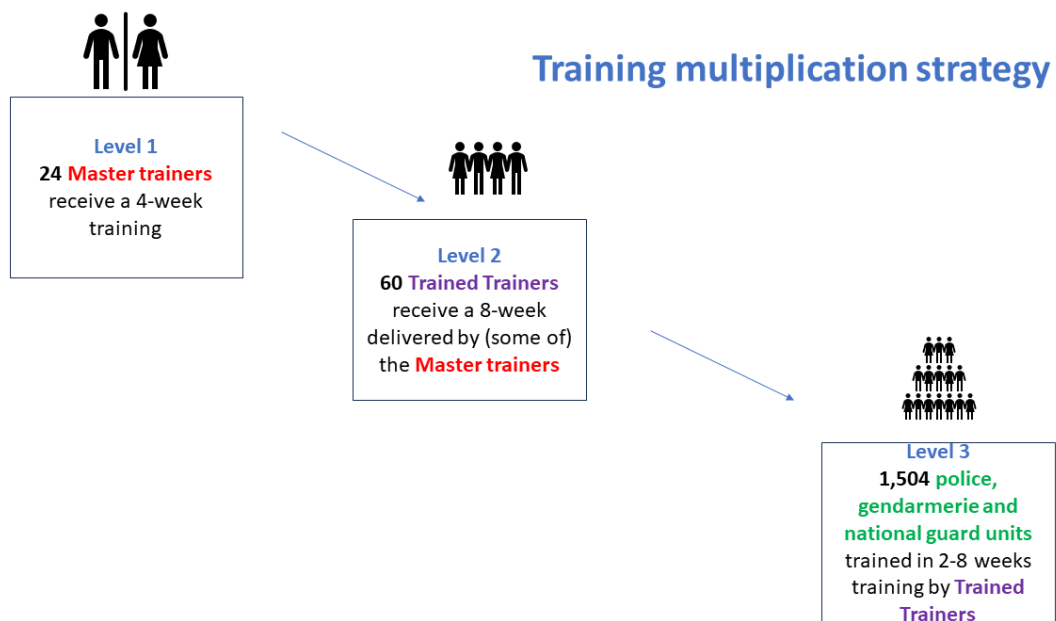
Project Description

6. The project was implemented between July 2021 and December 2022 with 3,500,370.28 EUR of funding from the Federal Foreign Office of Germany. The project objective was to

contribute to peace and development in Mali by supporting national authorities to transition towards the re-establishment of democratic governance and the rule of law.

7. To achieve this objective, various activities were planned, including the development of training packages targeting strategic, operational and tactical levels of the national police, gendarmerie and national guard, as well as civilian protection units. Simulation exercises, training of trainers (ToT) for master trainers and trainers, and training sessions for the national police, gendarmerie, national guard and members of civilian protection units were planned, as well as the provision of equipment to the concerned stakeholders.

Figure 1: Training multiplication strategy

Training multiplication strategy

Level 1
24 Master trainers
receive a 4-week training

Level 2
60 Trained Trainers
receive a 8-week delivered by (some of) the **Master trainers**

Level 3
1,504 police, gendarmerie and national guard units trained in 2-8 weeks training by **Trained Trainers**

8. Given the political situation in Mali, including the postponement of the presidential elections, the planned activities were reviewed to replace project activities that may seem less relevant in the current context, now focusing on the professionalization of Malian Security Forces (MSF) with the following specific sub-outcomes: i) strengthening the coordination capacities of MSF and relevant partners through training in crisis management; ii) enhancing cooperation among MSF and relevant partners by creating a coherent operational framework for crisis management and testing it through simulation exercises; and iii) increasing harmonization of standard operating procedures for crisis management, including electoral process-related incidents.

9. To achieve the new sub-objectives, the project built upon the activities already planned (except the provision of equipment) and, additionally, provided technical support for the review of the Practical Guide for Crisis Management and development of crisis response cards. The guide served as a valuable resource for the national security forces, providing essential information and guidelines for effective crisis management. The review aimed to enhance the guide's content and ensure its relevance and applicability in the current context.

10. A reconstructed theory of change, based on the revision to the project document, developed by the evaluation can be found below:

Figure 2: Reconstructed TOC based on amended Project Document
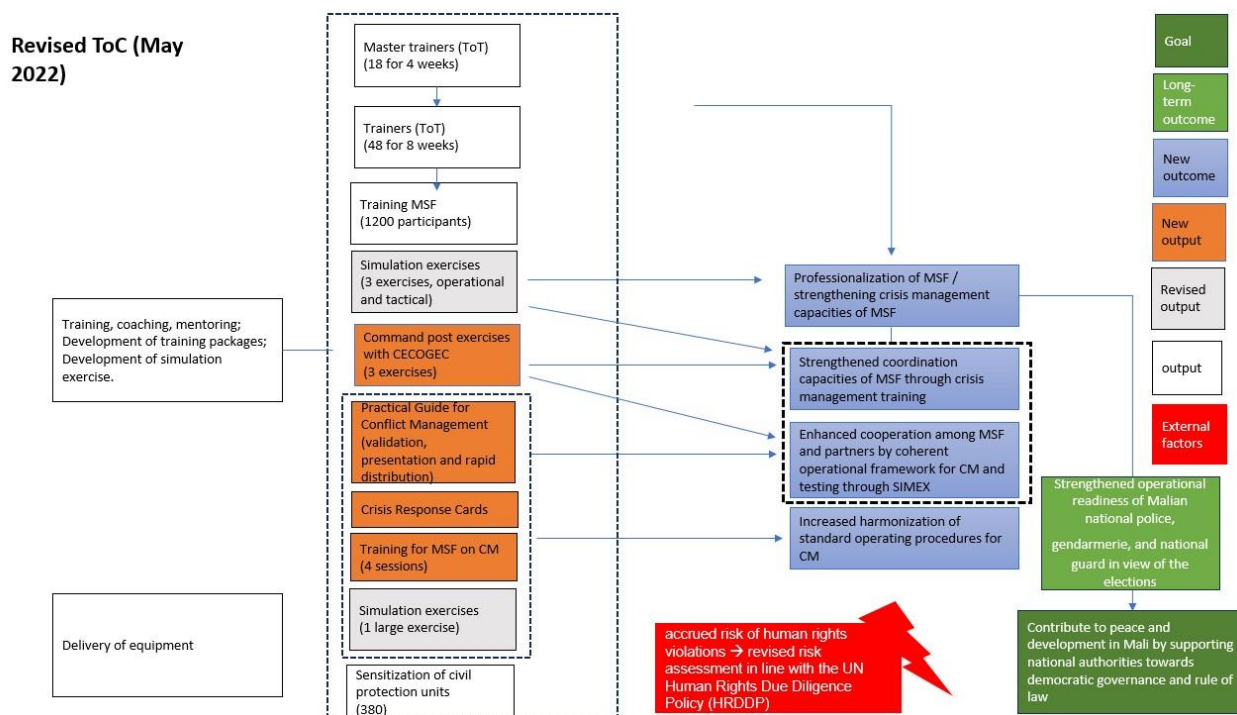
Purpose of the evaluation

11. The purpose of the evaluation was to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project; to identify good practices and any challenges that the project may have encountered; to issue recommendations; and to identify lessons learned on the project's design, implementation and management. The evaluation's purpose was thus to meet accountability requirements, and to provide findings, conclusions, recommendations and lessons learned to contribute to the project's improvement and broader organizational learning. The evaluation did not only assess how well the project has performed, but also sought to answer the 'why 'question by identifying factors contributing to, or inhibiting, successful delivery of the results.

12. The primary audience of the evaluation is the UNITAR Peacekeeping Training Programme Unit, EMPABB and the Federal Foreign Office of Germany. Secondary audiences include the Malian national police, gendarmerie, national guard and civilian protection units, trainers/facilitators, the UN Country Team and the host government.

Approach to the evaluation

13. Based on the evaluations' overarching and sub-objectives, the evaluator adopted a combined approach that includes a theory-led and participatory approach through a set of analytical tools.

3

14.	For the theory-led approach, the evaluator first carried out a context analysis, which was done through a desk review of conflict analyses on Mali and on the evolving context around elections. This context analysis was critical to identify positive and negative factors that could have impacted the achievements of the project's intended outcomes. This phase was also consolidated by questions during the field visit to confirm or reject some assumptions on enabling and deterring factors for the project's objectives and outcomes to be achieved. Secondly, the evaluator tested the intervention logic from the initial project log frame against the initial desk review findings, to check which of the outcomes were achieved or not. Thirdly, to identify all changes brought about for the project's beneficiaries (police, gendarmerie and civilian protection units in Mali) a set of questions was designed with a most significant change approach which helped highlight any impact the trainings had on their handling of civil unrest, demonstrations, or any large crowd gatherings, around and outside of elections. Finally, the evaluation used contribution analysis to identify to what extent the project contributed (or is likely to contribute) to the expected outcomes/changes identified for the Malian security forces (police, gendarmerie and civilian protection units). The approach helped draft the framework that would respond to the following questions across the different evaluation criteria on what works and what does not, why, in what context, as well as what factors are critical for the project's success.

Figure 3: Evaluation phases
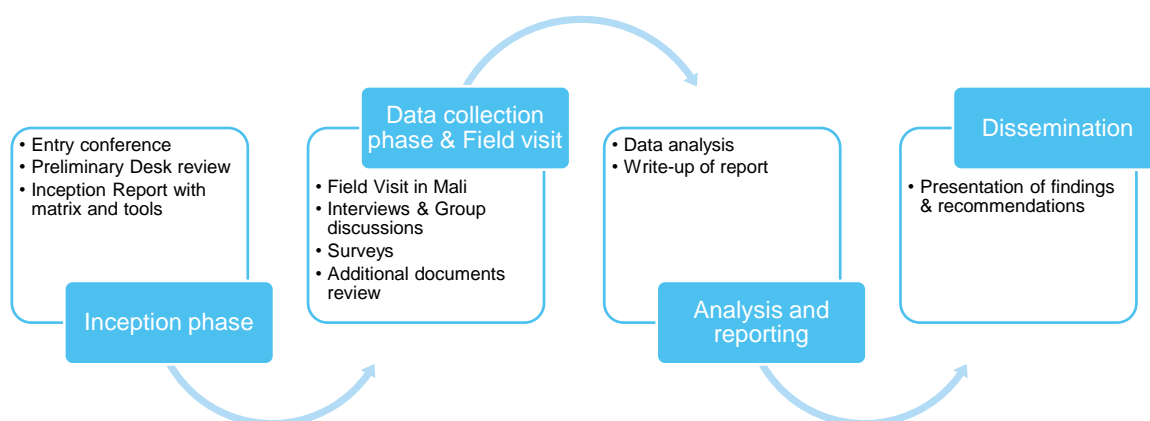
Stakeholder mapping strategy

15.	The selection of the key informants was based on a snowball sampling methodology that was complemented, when deemed relevant, in consultation with project management. The evaluator engaged with 54 stakeholders amongst whom 32 were trainers, comprising 8 female and 46 male individuals, representing diverse entities as illustrated in the "Stakeholder division amongst interviewees" graph (Figure 4). The inclusion of a wide range of stakeholders allowed the evaluator to gather diverse perspectives on the trainings and activities executed within this project.

4

Figure 4 – Stakeholder division amongst interviewees

STAKEHOLDER DIVISION AMONGST INTERVIEWEES

- UNITAR
- EMP
- Gov Authorities
- Donor
- International Actors
- Local Actors
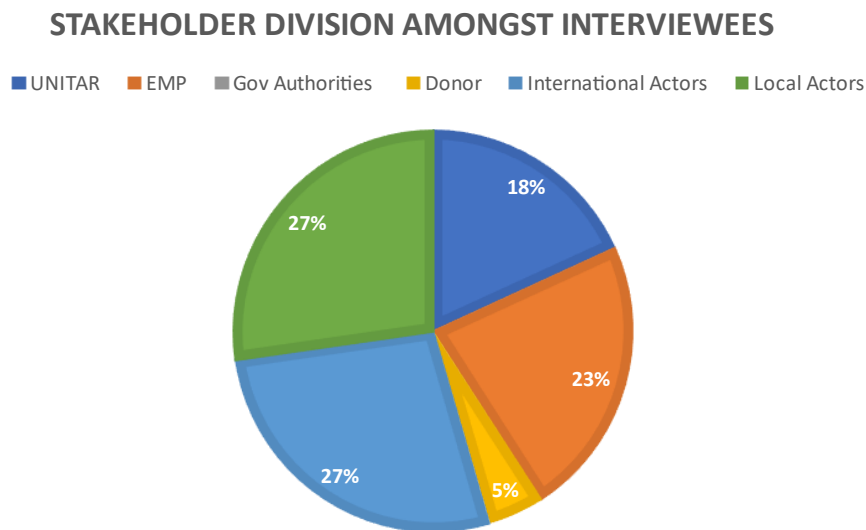
16. Various evaluation tools were employed, including a joint survey[1] (that was deployed to 32 trainer participants and collected 24 responses, 16 responses corresponding to this project, resulting in a 66 per cent response rate); a thorough review of internal and external documents (refer to the list in Annex 6); 54 key informant interviews; and group discussions (see anonymized list in Annex 5). It is worth noting that the number of female trainers interviewed remained relatively low, as shown in Figure 5. However, this observation is not unexpected, given the low representation of women in the security sector, both in West Africa and specifically in Mali, where the fieldwork was conducted. The evaluator expected this situation and thus put an emphasis on meeting with the female trainers individually, in addition to group discussions, in order to capture their perspectives on some critical topics, such as gender and human rights.

Figure 5: Sex disaggregation of stakeholders

---
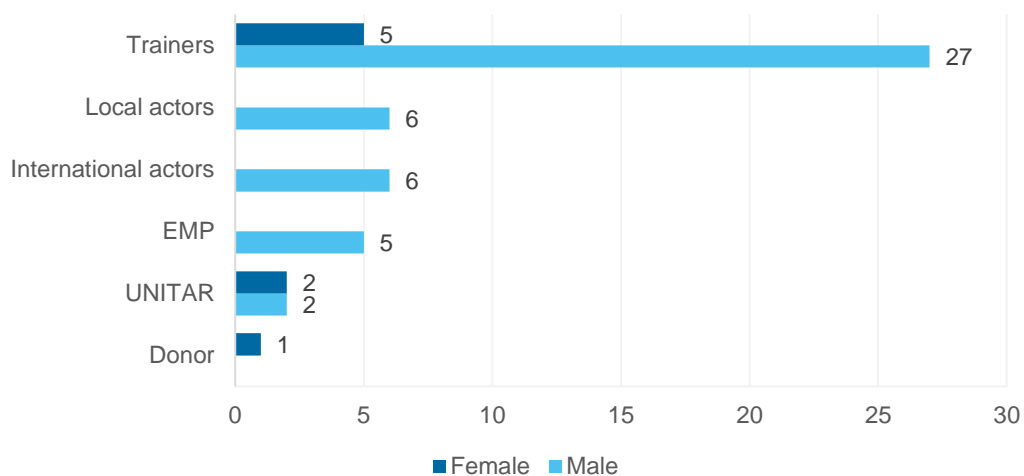
[1] The survey undertaken targeted ToT participants from two projects: "Supporting the Yearly Trainings Programme of the Ecole Maintien de la Paix" and the evaluated project. From the 24 respondents, 16 trainers received training delivered under this project, corresponding to a 66 per cent response rate.

17. While the project focused on training deployed police officers, the evaluator was not able to interview any of the participants but only the trainers and master trainers due to a lack of contact information.

Ethical standards and best practices

18. The evaluation was carried out by an international consultant (the "evaluator") under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME). The evaluation adhered to UNEG Norms and Standards as well as the UNEG Ethical Guidelines and the UNITAR Evaluation Policy. The evaluation also adhered to gender, human rights and the 'Leave No One Behind' principle. The evaluation data collection tools upheld these practices and finally applied a Do No Harm approach during the stakeholder engagement. This approach ensured that the evaluator did not jeopardize any of the relationships generated through this project. Finally, the evaluator informed stakeholders prior to any interview about the non-attribution of comments by stakeholders in the report. Only the names of the institutions are mentioned in the list of interviewees but not the names of the individuals interviewed.

Limitations

19. The evaluation encountered some important limitations. These include:

Limited or inadequate access to officers and former participants

20. Obtaining input from all stakeholders is crucial to any evaluation. The limited availability of data and the absence of contact information for the officers and former participants posed significant data collection challenges. Despite the evaluator's intention to reach out to these individuals through phone calls and surveys, the stakeholders' deployment in remote locations and the unavailability of shared contact details made it impossible to establish direct communication. To address this limitation, the evaluator sendsurveys to trainers and master trainers, while also seeking insights from trainers regarding participants' responsiveness to the training content and their methods of post-training follow-up. Typically, trainers establish WhatsApp groups to facilitate ongoing engagement, answer questions and monitor the application of newly acquired skills in participants' daily work. Although the interviews yielded some information through this indirect approach, the level of detail obtained was not equivalent to direct interviews with the participants themselves.

Security concerns

21. Due to security concerns in Mali, the evaluator was unable to conduct field visits outside Bamako and meet the officers who took part in simulation exercises and training activities. In addition, for the same security concerns, contact details of former participants were not collected/shared with the evaluation. Consequently, the evaluator relied on structured interviews with the trainers to gather information about their activities and the number of participants they had trained, in the hope that these trainers would then prepare the local troops. Both UNITAR and EMPABB affirmed that the names and contact details of the trained police forces would not be disclosed. Considering the delicate situation in Mali, it was deemed necessary and more appropriate for UNITAR not to maintain lists of participants.

Assessing the likelihood of impact

22. Assessing the likelihood of impact presented significant challenges, particularly when establishing reliable causal relationships between learning activities and the long-term intended behaviour and other changes to the local landscape. There are numerous factors, often unrecognized or invisible, that hinder the implementation of learning outcomes, making it difficult to determine their direct influence. Nonetheless, the evaluation aimed to gather sufficient data to provide an informed assessment of the potential contribution of learning activities to behaviour change.

23. It is important to note that the project faced an additional challenge due to the postponement of the elections to February 2024. This delay hindered the ability to directly observe the project's impact on electoral processes. However, the evaluator sought to explore the broader utility of the activities, simulations and training for other contexts, such as demonstrations and events involving crowds (e.g., in conjunction with political events, such as the referendum in June 2023), as outlined in the amended activities proposed by the project team. The evaluator raised questions regarding the extent to which the training was valuable for participants' work in crowd control and protection of civilians, amongst other relevant topics.

Survey response rate and sample size

24. Due to a small sample, the survey received a limited number of responses (24) despite a good response rate. Moreover, as the survey was administered jointly for two projects, only 16 responses can be accounted to this project and results shall hence be treated with caution. Moreover, responses received from female trainers through the online survey only accounted for two respondents, which does not allow for any disaggregation based on the survey responses.

Availability of financial records

25. The evaluation was limited by the unavailability of complete financial records necessary for conducting a comprehensive efficiency analysis as the final reporting date for UNITAR to the donor was 30 June 2023, although the project implementation ended in December 2022. Without a complete picture, it became challenging to accurately assess the efficiency of various expenses of the project.

Key evaluation questions

26. A set of questions was developed at the inception phase to help design the evaluation framework, the matrix of which can be found in Annex 2. The evaluation responded to the following key evaluative questions (EQ):

Relevance: To what extent is this project relevant to the beneficiaries and the context in Mali?
Coherence: How coherent is the project with other UNITAR initiatives for EMPABB and in Mali?
Effectiveness: How effective has the project been in delivering planned outputs and achieving intended outcomes?
Efficiency: How efficient has this project been in delivering the expected outputs within the dedicated time frame and financial resources?

Findings

27. The findings are the results of the triangulation between documents provided by UNITAR, external sources, interviews and the survey. The following findings respond to the main EQs and are presented by evaluation criterion.

Relevance

To what extent is the project relevant to stakeholders and the local context?

28. This question can be broken down into several key findings based on different stakeholders, namely EMPABB, the donor and the beneficiaries - the internal security forces in Mali. These forces play a critical role during elections and similar events where crowd management is essential.

29. Overall, all components of the project were found to be relevant to all stakeholders. The project's design was a result of collaborative discussions involving the national security forces, EMPABB and UNITAR. As a result, the project's content, focus and activities were tailored to the specific context and needs of the stakeholders.

30. The evaluation also found that the project demonstrated a commitment to the implementation of Security Council resolution 1325, which emphasizes the role of women in peacekeeping operations. This commitment was evident in the project's efforts to increase the representation of female officers within both the deployed police forces and the pool of trainers and master trainers associated with EMPABB. Although the primary focus of the project was not to train local forces for peacekeeping missions, gender and human rights curricula were integrated into every training session to ensure the safe participation of women in the elections as voters and as potential candidates. The presidential elections do not include any female candidates but women participation in elected bodies is paramount for the stability and the prosperity of a country and is part of the UN Agenda 2030 Sustainable Development Goals (SDG 5 on gender equality and women's empowerment). Thus, ensuring the safety and security of elections, with a specific focus on comprehending and addressing the challenges faced by women, holds tremendous significance not only for democracy in Mali but also for broader contexts. However, some interviews suggested that there could have been greater emphasis on specific gender and human rights issues. Nonetheless, these crosscutting themes were integrated throughout the project's activities and training sessions. For further details, please refer to the sections below.

For EMPABB

31. According to the evaluation reports, interviews and desk review of the project's logical framework, the evaluation concludes that the project's objectives, outputs and results were deemed relevant to EMPABB and its mandate of contributing to peace in the Sahel. The amended logical framework of the project described the projected impact as follows:

EMP's mission	The project's impact definition
The mission of the Alioune Blondin Bèye Peacekeeping School, through quality multidisciplinary education, adapted to African realities, open to the world and based on the concepts of peace and security, is to contribute to the strengthening of African states' capacities in terms of supporting peace and primarily the ECOWAS Standby Force (FAC). This course is aimed at the three components of the FAC - military, police and civilian. https://www.empbamako.org/en/school-mission/	The objective of the project is to contribute to peace and development in Mali, by supporting national authorities to transition towards the (re)establishment of democratic governance and the rule of law. It will do so by strengthening the crisis management capacities of Malian national police, gendarmerie and national guard in view of the elections scheduled for February 2024.' *Taken from the amended log frame 25 August 2022.*

32. The project is designed based on a preliminary needs assessment[2] of the electoral landscape. The project was comprised of one outcome and ten outputs that corresponded to the needs of the Malian electoral landscape, which had undergone several delays and changes, with new dates in February 2024 for the presidential elections. For EMPABB, the project's mandate for the training and the longer-term objectives to maintain peace were fully aligned with their own priorities.

For the Donor

33. The project held significant relevance to the Federal Foreign Office of Germany, which has been a consistent funder of EMPABB since 2016. The long-term outcome sought by Germany in this partnership is to foster stability in the Sahel region. Given that Mali has experienced profound instability and multiple coups d'état since 2012, the importance of supporting efforts for free and peaceful elections in the country cannot be emphasized enough. Such elections are crucial for ensuring stability, not only within Mali but also in the broader region. Therefore, this project aligns perfectly with the strategic objectives of the Federal Foreign Office of Germany for the Sahel region.

For the Trainers

34. Based on the survey and interviews conducted with trainers and master trainers, it was universally acknowledged that the training of trainers (ToT) on the securitization of elections, the simulations, trainings and revision of electoral codes were highly relevant, particularly given the fragile context of the country. The trainers emphasized that UNITAR's trainings provided practical content and focused on pedagogy and effective delivery methods. Specifically, the simulation exercise involving all relevant stakeholders

---

[2] Refer to report of the needs assessment of electoral landscape 19 February 2021 to 6 March 2021. This mission was in response to a request for United Nations (UN) electoral assistance made by the Minister of Territorial Administration and Decentralization (MATD) on 27 November 2020. The Under-Secretary-General for Political and Peacebuilding Affairs authorized the deployment of a Needs Assessment Mission (NAM) to Mali. However, due to the escalating COVID-19 situation and the subsequent imposition of tighter restrictions, the mission was unable to physically deploy. Instead, a virtual assessment was conducted remotely from 19 February to 6 March 2021. The assessment team, led by the Electoral Assistance Division (EAD), comprised representatives from the Department of Peace Operations (DPO), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Development Programme (UNDP). The NAM engaged in extensive consultations with various national and international stakeholders, including election authorities, to gather comprehensive insights.

within the security sector received exceptional feedback. This simulation exercise successfully highlighted weaknesses in the coordinated response necessary to maintain peace and protect civilians from outbreaks of violence during elections. Interviewees said that this simulation exercise was one of the most valuable and insightful experiences they had undergone and expressed the need for more of such simulations in the future. Female and male trainers expressed their contentedness with regards to the trainings. Female trainers always emphasized the need to include more gender-focused sessions and address issues of gender-based violence in tense contexts, such as elections.

For UNITAR

35. The project shares similarities with other projects implemented by UNITAR in Mali and the broader Sahel region.[3] This alignment reflects UNITAR's commitment to pursuing its strategic objective of promoting peace and addressing the underlying causes of violence. As such, this project aligns seamlessly with the overarching goals and vision set forth by UNITAR in its strategic framework's Strategic Objective 1 on promoting peace, just and inclusive societies.[4]

For local security forces bodies

36. The project was highly relevant for the local security forces bodies and coordination mechanisms, such as the Centre de Coordination et de Gestion des Crises[5] (CECOGEC) which is critical for the monitoring, coordination and supervision of the elections in Mali, amongst other crisis prevention and early warning analysis. The collaboration between UNITAR, CECOGEC and the security forces is critical to reviewing the crisis management protocols[6] and organizing simulation exercises and trainings.

37. **Conclusion**: The project demonstrated its overall relevance to all stakeholders and proved to be exceptionally timely, considering the volatile political and social landscape of Mali[7] at its inception. Although the elections had been postponed until February 2024, the referendum held on 18 June 2023 served as a valuable "trial" to evaluate necessary adjustments before the forthcoming presidential elections scheduled for 2024. This approach allowed the national security forces to assess and fine-tune their deployment strategies in preparation for the upcoming crucial electoral events.

---

[3] Sustaining Peace in Mali and the Sahel Region through Strengthening Regional Peacekeeping Training Capacities, phase III, sub-phase II

[4] Strategic Objective 1. Promote peace and just and inclusive societies: Conflicts, new or longstanding, undermine sustainable development. As so eloquently summarized in the 2030 Agenda, "[t]here is no peace without development, there is no development without peace." Tackling violence; addressing root causes of conflict, insecurity and injustice; and strengthening governance and institutions are essential steps to creating a more sustainable future. This is of critical importance at a time when large numbers of people feel that development has left them behind, express a lack of trust in institutions, and are concerned about corruption, violence, and instability. https://unitar.org/sites/default/files/media/publication/doc/UNITAR_Strategic%20Framework_2022-2025.pdf

[5] https://www.facebook.com/EUCAPSahelMali/videos/cecogec-centre-de-coordination-et-de-gestion-de-crise/298047134307334/

[66] https://maliactu.net/formation-des-conseillers-a-la-securite-et-a-la-protection-civile-des-gouverneurs-de-regions-sur-le-guide-pratique-de-gestion-de-crises-et-catastrophes/

[7] https://acleddata.com/2019/06/06/democracy-delayed-parliamentary-elections-and-insecurity-in-mali/

Coherence

38. The following findings respond to the key evaluation question below and to sub-questions that are broken into themes.

How coherent is the project with other UNITAR/other actor initiatives for EMPABB/[8]the region?

International actors in the Sahel and in Mali

39. The evaluation conducted a comprehensive mapping of other international actors, namely EUCAP Sahel, MINUSMA, UNODC and bilateral governments that were previously involved in delivering training until the December 2020 coup d'état. EUCAP Sahel and MINUSMA collaborated in the development and implementation of the simulation exercise. This simulation focused on the deployment and coordination among various components of the national security forces, including the police, gendarmerie and national guard, with the aim of assessing their strengths and weaknesses.

40. After a shift in government leadership in 2021,[9] bilateral countries, such as France, which had been actively engaged in providing training and military support in the Sahel, decided to halt their training activities.

Developing capacities through training of trainers (ToT) and simulations

41. The project is coherent and aligned with the longer-term vision of strengthening local capacities and the EMPABB's objective to prepare African[10] peacekeeping and national police forces. The training of the African peacekeeping forces is aligned with the former mandate and renewed[11] mandate of the MINUSMA, which stipulates that its main strategic priority has remained unchanged: to support the implementation of both the Agreement for Peace and Reconciliation in Mali ("the Agreement") and the full realization of the political transition […] The Security Council also reiterated that the UN and other international partners remain firmly committed to the implementation of the Agreement as a means to achieve long-term peace and stability in Mali, and acknowledged the efforts of the head and members of the Comité de suivi de l'Accord (CSA) to enhance the implementation of the Agreement. Thus, the project is aligned with the Security Council's mandate and renewed commitment to peace in the Sahel and in supporting the political transition in Mali.

42. ToTs are also offered to EMPABB trainers[12] but on different topics to those delivered by UNITAR and thus the evaluation found no duplication. On the contrary, security forces

---

[8] In the first iteration of this project's proposal, EMP was meant to partner with other entities, but it did not happen. Due to the political context, it was best for EMP to implement the project on its own with the support of UNITAR.

[9] https://press.un.org/en/2023/sc15325.doc.htm

[10] Sustaining Peace in Mali and the Sahel Region through Strengthening Regional Peacekeeping Training Capacities, phase III, sub-phase II

[11] https://minusma.unmissions.org/en/mandate-0

[12] ToTs on varied topics, including on the elections, are offered by the MINUSMA, EU CAP Sahel and bilateral agencies but all interviewees mentioned that EMPABB/UNITAR's trainings and simulations were far more developed and practice-oriented.

officers are interested in accessing more trainings from UNITAR and other institutions as it is an opportunity for them to learn and integrate into their daily work 'international best practices and standards' (according to interviewees).

Women, Participation in Elections and the Sustainable Development Goals

43. The project demonstrated coherence with the Sustainable Development Goals (SDGs), which emphasize the importance of increasing and ensuring the safe participation of women within electoral bodies, as well as educating them on their crucial role as equal participants in society. The project was found to be coherent with SDG 5,[13] which specifically addresses gender equality and the empowerment of women. The project's inclusion of gender-focused training topics and its commitment to promoting the safe and active participation of women in electoral bodies aligns with the principles outlined in SDG 5 and according to the Malian Electoral Law 52 of 2015[14] for greater female participation in electoral bodies.

44. Goal 5 advocates for women's substantial contributions and involvement in elected bodies to foster diverse perspectives and empower future generations. In alignment with this goal, the project incorporated training topics focused on female citizen protection, handling of female arrests and other relevant areas. The gender component was integrated throughout all of the training sessions. However, according to the feedback received from interviewees, there was a suggestion that more time and attention could have been devoted to the gender elements, as they sometimes appeared to be treated superficially and lacked sufficient detail.[15] Similar feedback was provided regarding the inclusion of human rights topics in the trainings.

45. The project also contributed to SDG 16 (peace) on building the Malian's forces to better respond to elections, protect civilians during unrest and better coordinate their deployment across the country and amongst the different bodies of the internal forces (gendarmerie, police and national guard).

46. Nevertheless, the evaluation findings, derived from interviews, surveys and the desk review, revealed that EMPABB made deliberate efforts to promote gender diversity by inviting female officers to become trainers and encouraging the participation of female participants. The evaluation concluded that EMPABB, along with the national security force apparatus, is actively advocating for increased female integration within the national security forces and peacekeeping operations.

Conclusion: The evaluation findings unanimously revealed that the project's activities, objectives and approach were highly aligned with EMPABB's mandate, UNITAR's training methods and strategic framework, SDGs 5 and 16, the national legal electoral framework and the perspectives of the trainers.

---

[13] SDG 5 emphasizes the need to achieve gender equality and eliminate all forms of discrimination and violence against women and girls. It aims to ensure women's full and effective participation in decision-making processes and equal opportunities for leadership positions.
[14] LOI N°2015-052/ DU 18 DECEMBRE 2015 INSTITUANT DES MESURES POUR PROMOUVOIR LE GENRE DANS L'ACCES AUX FONCTIONS NOMINATIVES ET ELECTIVES. https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/103433/125635/F-893978704/MLI-103433.pdf
[15] It is important to highlight that these inputs were mainly from female interviewees.

Effectiveness

How effective has the project been in delivering planned outputs and achieving the intended outcome?

47. The following findings are based on the triangulation of interviews, the desk review and the survey answers. Table 1 contains the assessment of the achieved outcomes and outputs based on the colour-coded scoring below:

Table 1 - Achievement of project's outcomes and outputs

Rating	Description of the grades of achievements
Not achieved	None of the outputs have been achieved and thus the outcome is not achieved
Partially achieved	Close to 50 per cent of the outputs have been achieved
Mostly achieved	Over 50 per cent of the outputs have been achieved.
Fully achieved	All outputs have been achieved
Not measurable/not applicable	Lack of baseline data, target or data for measurement or removed in the amended project document.

*The outcomes might not be able to be measured within such a short time frame. Further information will be included in the section on likelihood of impact.

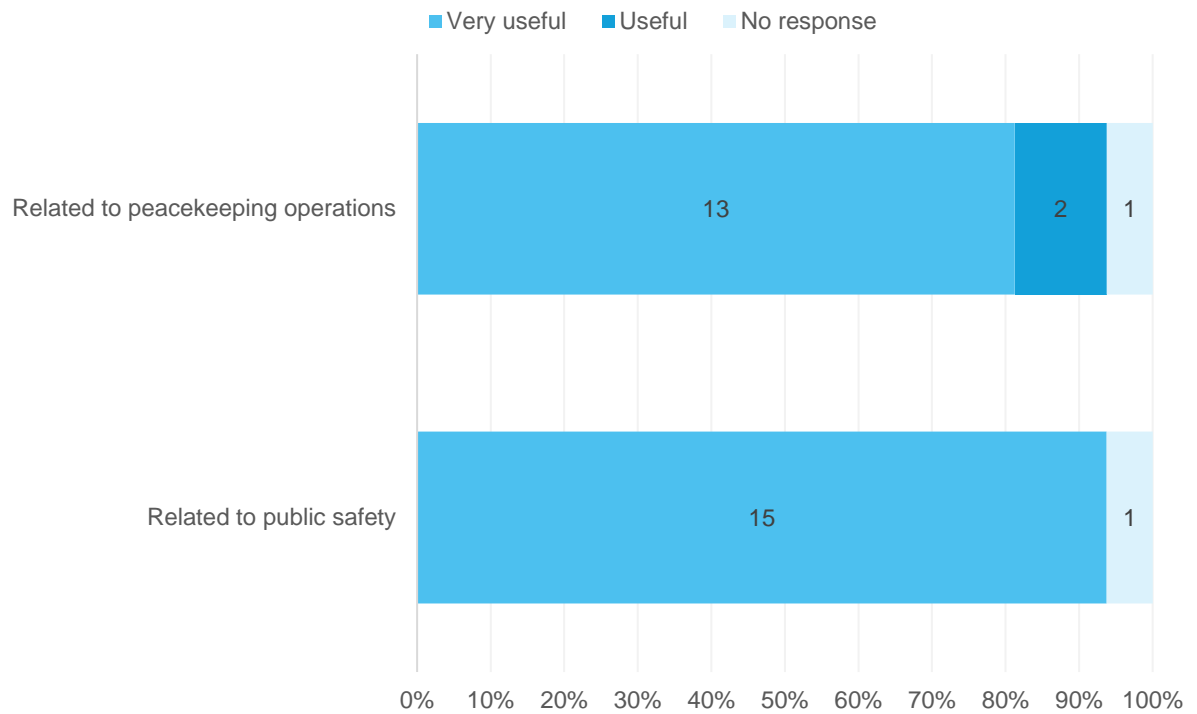| Project Outcome/outputs	Description	Indicator	Evaluation's assessment
Project Objective 1 (Outcome)	*Enhanced capabilities (knowledge and skills), motivation and opportunities of police, gendarmerie and national guard members (at strategic, operational and tactical levels) to ensure security prior, during and after elections.*	*% of participants meeting the completion requirements of the training programmes. Target: 80 %* *% of police, gendarmerie and national guard fully equipped. Target: NA*	***Mostly achieved. And not measurable.** The overall impressions of the interviewees about their readiness to face elections was very positive but they indicated they needed more training, especially with respect to coordination amongst the security forces. Project management indicated that 94 % of participants met the completion requirements. The evaluation was not able to verify this information.*
Result 1.1 (Output)	*Training packages addressing strategic, operational and tactical levels of police, gendarmerie and national guard developed.*	*Number of training packages developed. Target: 3 (each covering the three levels).*	***Fully achieved***
Result 1.2 (Output)	*Training packages for civilian protection units developed (sensitization).*	*Number of training packages developed. Target: 1*	***Fully achieved***

Result 1.3 (Output)	*Simulation exercise developed.*	*Number of simulation exercises developed. Target: 1*	**Fully achieved**
Result 1.4 (Output)	*Training of master trainers delivered to participants.*	*Training of master trainers delivered to participants. Target: 18*	**Fully achieved**, *24 according to interim report.*
Result 1.5 (Output)	*Training of trainers delivered to participants.*	*Number of trainers trained. Target: 48*	**Fully achieved**, *60 according to interim report.*
Result 1.6 (Output)	*Training of police, gendarmerie and national guard units delivered to participants.*	*Training of police, gendarmerie and national guard units delivered to participants. Target: 1,200*	**Fully achieved**. 360 participants from Bamako (120 police; 120 gendarmeries; 120 national guard) – corps trained separately (6 weeks separate, 2 weeks joint); 840 participants from the 7 operational regions (40 police; 40 gendarmeries; 40 national guard per region) – corps trained jointly (8 weeks). 1,504 according to interim report.
Result 1.7 (Output)	*Preparation training delivered to 10 Formed Police Units deployed with MINUSMA.*	*Number of participants trained. Target: 2,800*	**Not applicable.** *The output was deleted in the amendment.*
Result 1.8 (Output)	*Simulation exercise delivered in 8 locations.*	*Number of participants trained. Target: 3,000*	**Not applicable.** *Output was deleted in the amendment. No target was included in the amendment for the number of people undergoing the simulation exercise.*
Result 1.9 (Output)	*Sensitization of civilian protection units delivered to participants.*	*Number of participants trained. Target: 380*	*Fully achieved. 376 trained according to interim report.*
Result 1.10 (Output)	*Equipment provided to police, gendarmerie and national guard members.*	*Number of equipment provided. No target*	**Not applicable.** *No equipment provided. Outside of the time frame and for procurement processes it was postponed as per amended log frame. However, the amended project document still mentions the deliverable.*
	Command post exercise organized for CECOGEC staff and relevant partner.	*No indicator No target*	**Not measurable.** *No indicators but included in the amended log frame of June 2022.*
	Simulation exercise organized following CEPEX.	*No indicator No target*	**Not measurable.** *Unclear if this is the same simulation*

14

			exercise that took place with CECOCEC or another one.
	Training of FSM, MSPC and CECOGEC delivered to participants.	*No indicator* *No target*	**Not measurable.** *Insufficient information on these trainings and participants.*
Additional output in interim report	*Support to the validation, presentation and rapid distribution of the "Practical Guide for Crisis Management" developed by CECOGEC for MSF commanders, services and intervening units.*	*No indicator* *Target: 1*	**Fully achieved.** *This was verified through multiple interviews.*
Additional output in interim report	*Development of crisis response cards.*	*No indicator* *Target: 1*	**Fully achieved.** *5,000 cards were printed and it was verified through multiple interviews.*
Additional output in interim report	*Organization of 4 training sessions for staff of MSF crisis coordination centres, staff serving at MSPC, as well as CECOGEC (at the central/ regional levels – Segou and Sikasso.)*	*No indicator* *Target: 4*	**Not measurable.**
Additional output in interim report	*Organization of 1 large simulation exercise.*	*No indicator* *Target: 1*	**Not measurable.**
Additional output in interim report	*Delivery of medical training, including first aid.*	*No indicator* *No target*	

Source: Project log frames – original and the amended log frame from June 2022

48. The project successfully implemented most of its activities, albeit with minor delays caused by security concerns and contextual factors. The donor was kept informed about these adjustments through the interim and final reports. However, there was a lack of clarity regarding the provision of equipment, besides issues with procurement and the changing political landscape. The simulation exercises (output of result 1.8) were delivered in one location instead of eight as originally planned, according to the reports and the interviews, but the total amount of targeted security forces was not specified in the amended log frame. A total of 1,200 officers underwent the simulation while 12,000 represented the overall size of the security forces. The total number of 1,200 was the target indicated by EMPABB and interviews could not verify the exact numbers, but the 1,200 were across the different forces (gendarmerie, police and national guard). The need to train the remaining security forces was repeatedly expressed during the field mission.

49. The surveys revealed that the trainers and master trainers said that the diverse range of activities carried out as part of this project were very useful or useful. Figure 6 demonstrates the trainers' assessment of usefulness of the training for public safety and peacekeeping operations.

Figure 6 - Usefulness of training for public safety and peacekeeping operations

■ Very useful   ■ Useful   ■ No response

Related to peacekeeping operations	13 2 1
Related to public safety	15 1

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Source: Survey deployed to trainers and master trainers for this evaluation, answering the following question: To what extent have the knowledge and skills you gained during the training of trainers' certification been useful?

50. Furthermore, the survey revealed that the trainers expressed a desire for updated training materials to be provided to them, specifically for ToT, in order to enhance and maintain their instructional skills. They also highly valued the simulation exercises conducted in collaboration with CECOGEC, considering it to be extremely beneficial. The trainers emphasized the need for further enhancement and another simulation based on the new coordination plan and the lessons learned from the previous exercises. The interviewees highlighted that the simulation exercises effectively uncovered critical coordination issues and identified additional capacity requirements for the security forces leading up to the elections. International trainers emphasized that the forces needed further strengthening, particularly in terms of clarifying roles and responsibilities to facilitate a coordinated deployment of troops and ensure greater efficiency and effectiveness.

51. Interviewees emphasized that behavioural change within the security forces requires more than just one-time training sessions. It is necessary for training to be repeated and consistently reinforced to become embedded in their habits and daily practices. The interviewees acknowledged that not all security forces had received sufficient training to observe significant behavioural change. However, a positive development was observed as trainers and master trainers maintained regular contact with their participants through social media platforms, such as WhatsApp groups. These interactions allowed for the exchange of anecdotes and experiences on how the training was applied in their day-to-day work.

52. The survey responses indicated that the training approach and materials for the ToTs and the way to deliver them were very useful for their own training delivery but the main

barriers to the dissemination of the knowledge acquired are within their administration or their working environment.

Table 2 - Responses to assessment of problems experienced

	This is not a problem	This is sometimes a small problem	This is occasionally a significant problem	This is regularly a significant problem	Weighted score
My colleagues do not support me in using new knowledge and skills	11	4	4	1	87
The systems and processes that exist do not allow me to use the new knowledge and skills	15	0	4	1	83
I have forgotten what I learnt during the certification course	11	6	1	2	82
I need more skills and knowledge than the training provided me	12	5	1	2	81
My supervisors do not allow me to use new knowledge and skills	15	0	3	2	80
Having the time to apply new knowledge and skills	16	2	1	1	79
Having the confidence to use new knowledge and skills	17	1	1	1	78
The new knowledge and skills do not seem relevant to my work	14	1	2	3	78
The new knowledge and skills are not important for me	12	0	2	4	74

Source: Survey deployed to trainers and master trainers.

53. In addition to the ongoing interactions facilitated by trainers and master trainers, it is crucial to identify champions among the participants who can serve as ambassadors for the knowledge acquired through training and simulations. Implementing an incentive process within the training programmes to select these champions would generate interest and motivation among the participants to aspire to become one. This champion selection process plays a vital role in disseminating skills and technical knowledge to security forces who may not have the opportunity to undergo formal training. The interviewees emphasized that while the ongoing interactions contribute to a gradual shift in behaviour, it is essential to provide further training and employ knowledge transfer techniques among the trainees themselves. This holistic approach could foster a sustainable culture of continuous learning and improvement within the security forces.

54. As per feedback from trainers and beneficiaries, the effectiveness of the trainings can be attributed to the expertise of the trainers who have been certified by UNITAR/EMPABB, constituting 94 per cent of the surveyed trainers in the evaluation (15 out of 16 respondents). These trainers have also received certifications from other international institutions such as EUCAP Sahel, UNODC and INTERPOL, among others. The trainers unanimously acknowledged the added value brought by UNITAR in terms of the content and approaches of the ToT. All trainers also requested additional training and refresher courses from UNITAR, along with an expansion of the pool of trainers. Overall, the

availability of human resources was deemed sufficient to successfully deliver the planned training and deliver the technical assistance to the national security forces ministries.

55. Regarding cross-cutting themes, such as gender and human rights, the survey revealed that most respondents acknowledged the integration of gender equality considerations into the training. However, for human rights, the findings were less conclusive, as 50 per cent of respondents indicated that it was merely mentioned several times rather than being fully integrated, as illustrated in Figure 7.

Figure *7* - Integration of gender and human rights considerations into trainings
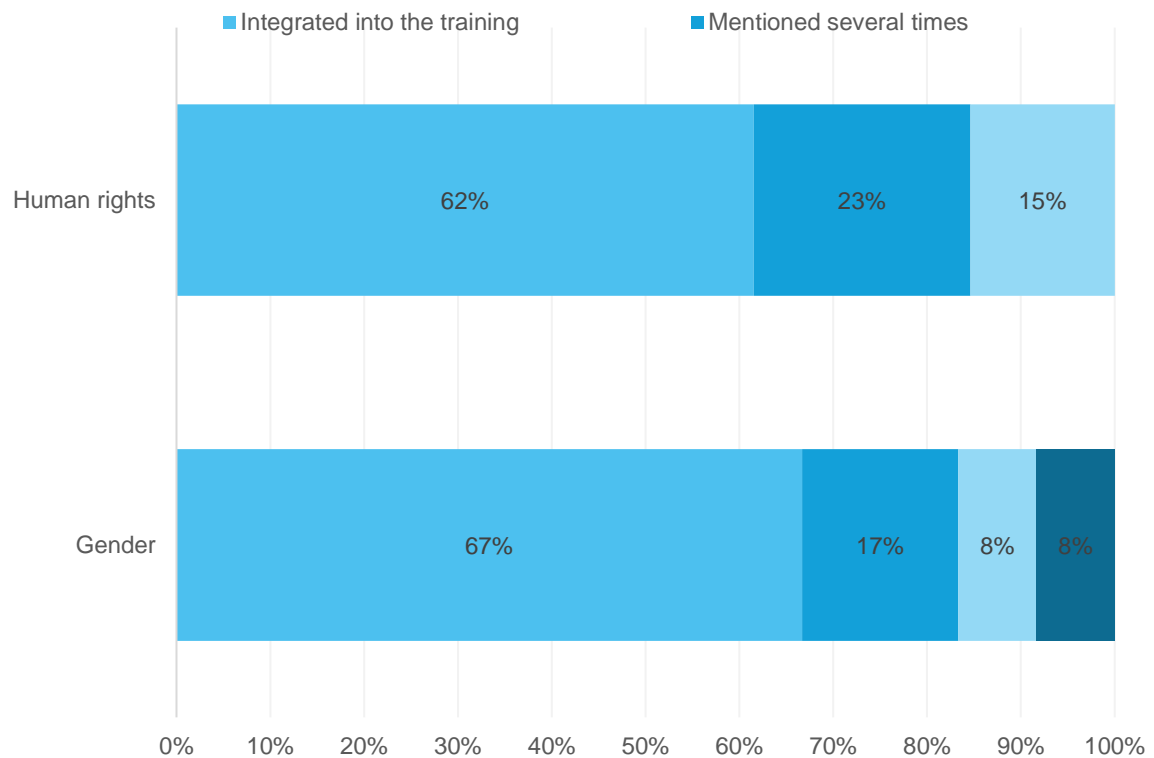
Source: Survey sent out to trainers and master trainers.

56. However, the evaluation revealed a significant gap in the integration of the 'Leave No One Behind' principle, particularly concerning individuals with disabilities, in the training plans and activities delivered under this project. Little information was available regarding whether security forces with disabilities had equal access to the training or not. When the evaluator inquired about this matter, none of the interviewees were able to provide any clarifications on how disabilities were considered in their planning and service delivery. Project management informed the evaluation that security forces apply exclusion criteria for persons with disabilities. This highlights the need for a more inclusive approach to ensure that individuals with disabilities are not overlooked and can actively participate in the training programmes and benefit from the services provided by EMPABB. It is important to recognize that disabled security forces can also play key roles in the analysis, planning and coordination of securing elections. Inclusive planning and operationalization of crisis management responses require considering various aspects beyond the security forces on the ground.

57. Overall, the project was deemed effective in delivering high-quality outputs that were viewed as substantive and highly relevant with practical applications. Any amendments made to the original log frame were promptly communicated to the donor, who expressed satisfaction with the level of information provided and the timely submission of interim and final reports. While some outputs could not be delivered due to external circumstances, they were replaced by the revision of the crisis management guidebook, the publication of crisis management cards and medical training. The importance of medical training was emphasized by trainers and master trainers, as it equips troops with essential knowledge on first aid and medical protocols for protection of civilians in times of violence. Gender and human rights themes were integrated into the training materials, although interviewees requested more detailed materials and practical case studies. Despite the fact that not all troops received training, the high level of training and support was greatly appreciated, leading to requests for additional similar trainings and simulation exercises to further enhance the security forces' skills, coordination protocols and adherence to international best practices in crisis management for the upcoming elections.

Efficiency

How efficient has this project been in delivering the expected outputs within the dedicated time frame and resources?

58. The following findings were drawn from interviews and the desk review. It is important to underline that the review of the project's efficiency is only assessed from a set of documents that were provided by UNITAR.

Time frame and human resources

59. Based on interviews and the desk review of reports submitted by UNITAR to the donor and EMPABB's reports to UNITAR, the project successfully achieved the majority of its planned activities. As outlined in the final narrative and financial reports of the implementing partner, EMPABB, (15 December 2022) minor adjustments were made to the project schedule and budget to address security concerns and accommodate the number of participants. However, one output (indicator item of result 1.10), which involved providing equipment to the police, gendarmerie and national guard, was delayed and fell outside the project's timeline due to procurement-related issues. The evaluator learned that no equipment had been received from EMPABB/UNITAR by the time of the field mission, and the interviewees could not confirm whether they were expecting the equipment from them or another international partner.

60. Table 1 highlights the outputs delivered according to the original and amended logical framework. Despite some challenges, the project was deemed efficient. Simulations, while acknowledged as time-consuming, costly and requiring significant human resources, were recognized as highly effective and extremely relevant. The details of the activities are included in the interim reports (2022) that were approved by the donor at the end of the programming cycle for the project.

61. Interviewees expressed satisfaction with the availability of adequate human resources for the project, including international trainers and specialized police and national guards, from UNITAR. The expertise and dedication of these trainers were highly praised.
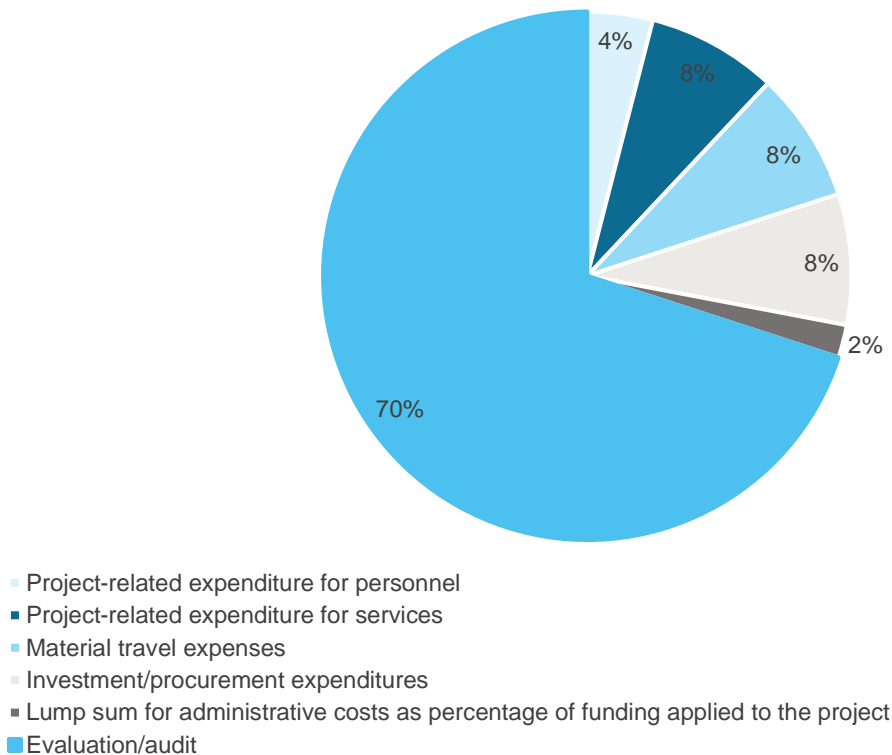
Additionally, UNITAR's ToT programme was well-received, equipping trainers with the necessary skills for the securitization of elections.

62. Although training activities were conducted in major cities across Mali, such as Bamako, Sikasso, Mopti, Segou and Koutiala, interviewees highlighted the need for additional training. The size of the Malian national security forces required a greater number of trainings to ensure readiness for the upcoming election. This raised concern about the transfer of knowledge between trainers and participants, as well as among the participants themselves, as training the full force is impossible within the remaining time frame before the elections, not to mention costly.

Budget

63. The project was allocated a budget of 3,515,267 EUR for the period from July 2021 to December 2022, which was subsequently revised downward to 3,500,370 EUR. During the course of the project's implementation, certain adjustments were made to the activities, which were duly communicated to the donor. These adjustments aimed to better align with the specific needs of the beneficiaries and the prevailing context. One activity that was removed from the project plan was the provision of equipment to the security forces. Instead, a workshop was conducted to review the crisis management guide, and UNITAR's specialists provided follow-up technical support. Furthermore, 5,000 copies of the crisis management cards were printed and distributed nationwide. The interviews revealed that the revision of the crisis management guide was both timely and crucial. However, the stakeholders expressed the need for additional support to enhance the coordination plans for deploying forces during elections or periods of civil unrest.

Figure 8 - Distribution of expenditure July 2021 – December 2022

- Project-related expenditure for personnel
- Project-related expenditure for services
- Material travel expenses
- Investment/procurement expenditures
- Lump sum for administrative costs as percentage of funding applied to the project
- Evaluation/audit

Source: Interim narrative report and the budget expenditure details for the project.

64. The training activities and simulation exercises lasted between two and eight weeks, meaning that they were labour and resource intensive and thus costly. The allocation of expenditure, as depicted in Figure 8, reveals that 70 per cent of the budget was allocated to personnel and staff-related costs. This category of personnel encompassed international experts, EMPABB's management and administration, local trainers and master trainers who were deployed throughout the country to conduct the training activities and simulations. Overall, a total of 2,364 police officers were trained. UNITAR deployed international experts to Bamako to provide technical support for the revision of the crisis management guides, development of training manuals, simulation exercises and ToT. The interim reports were submitted punctually and met the donor's requirements in terms of level of detail. Disbursements were made in tranches, following approval from the donor. The donor expressed satisfaction with the project's progress and the expenditure reports. As the evaluator had limited access to other sources, only the expenditure reports shared by EMPABB with UNITAR were available for verification, revealing only a partial picture as the final report was due in June 2023. A review of purchase requests revealed that some expenditure was related to activities taking place in Switzerland, Chad and Rwanda for a total of some 19,000 EUR that do not appear to be related to the objectives of the project.

65. During the evaluation, one aspect of inquiry was the environmental impact of the project. The evaluation found that related questions had not yet been addressed by EMPABB's strategy. For example, the carbon footprint resulting from trainers travelling to other countries may be considered less significant compared to the scenario where all participants would have to travel to Bamako for training. Currently, EMPABB does not have explicit climate and environment strategies integrated into its strategic framework. Such considerations could be incorporated into EMPABB's next institutional strategy. However, it is worth noting that many international organizations, including the UN and other development agencies, are beginning to implement climate and environmental strategies. UNITAR, with its expertise, may be able to support EMPABB in addressing these issues through future projects that incorporate climate and environmental considerations.

66. In conclusion, the project was viewed by the donor, EMPABB and UNITAR as having been delivered efficiently. However, the evaluator could not verify project expenditure compared to the budget as the interim financial report did not report according to the same lines as the log frame. Also, and as mentioned earlier, the final financial report was only due to be submitted in June 2023. From a human resources perspective, all stakeholders found the project to be efficient due to a combination of international and local experts and trainers. UNITAR promptly provided the necessary international expertise as required, and the training materials were consistently updated to meet international standards. The professionalism of the international experts was highly appreciated by the interviewees. Although the financial documentation was limited to the reports submitted to the donors, the donor expressed satisfaction with the proposed activity changes and the overall project delivery, including its financial management. The allocated budget for the project was substantial, considering the implementation of numerous training activities. Notably, the simulation exercises, which involved mobilizing a significant number of troops and real equipment, as well as simulating election scenarios, incurred considerable costs. Among all the project activities, the simulations were particularly valued and considered essential by the security forces and relevant security force

administrations. Consequently, the project was successfully completed within the designated timeline and budget, and with an appropriate allocation of human resources.

Likelihood of impact

To what extent has the project generated the intended preliminary impact?

67. The evaluator began by examining how the impact of the project was formulated. Since this project aligns with other UNITAR projects[16] implemented by EMPABB in Mali, the evaluator also compared the different components to identify potential cumulative effects that could generate impact or at least show preliminary signs of impact.

68. The defined outcome of this project, as outlined in Box 1, is quite broad. The absence of baselines for assessing the initial level of "strengthened capacities" and "operational readiness" make a definitive statement about increased capacities challenging. Furthermore, according to interviews with international experts involved in the project, the Malian police are still not fully prepared to handle a full-scale election crisis, should one arise. As mentioned earlier, the coordination plans among the national security forces are still in need of strengthening and operationalization through additional simulations. Additionally, out of the 15,000 members constituting the Malian national security forces across the entire territory, only 2,300 troops received training within this project, that is, 15 per cent. While the evaluation indicates positive effectiveness and trainers observed progress among their participants and police officers, sustained trainings and further simulations are necessary, as per the findings of this evaluation.

> **Box 1. Main project's outcome**
> *Strengthened operational readiness of Malian national police, gendarmerie and national guard in view of the elections, as per the log frame of the project.*

69. Achieving the desired impact of the project requires addressing the identified challenges. Strengthening coordination plans, providing additional training opportunities and conducting simulations are crucial steps towards enhancing the readiness of the remaining security forces. Baseline assessments are also necessary to establish a benchmark for measuring progress and determining the overall impact of the project.

70. Furthermore, the evaluation process involved a review of previous evaluation reports[17] and documents from similar projects. This approach aimed to trace progress and potential preliminary impacts across the different project interventions. The evaluator assessed the clarity and measurability of outcomes, outputs and indicators, with a focus on determining if they were actionable and informed by the project management team. The findings revealed that the outcomes and indicators were vaguely defined and primarily used as reporting mechanisms rather than serving as effective monitoring and learning tools.

---

[16] Related projects: Sustaining Peace in Mali and the Sahel Region Through Strengthening Regional Peacekeeping Training Capacities.

[17] Independent evaluation of the Strengthening Operational Capacities of Police Contributing Countries project: 2020-2021 phase; and Independent evaluation of the Sustaining Peace in Mali and the Sahel Region Through Strengthening Peacekeeping Training Capacities project (Phase II).

71. An analysis of a previous project's ToC was also conducted, which focused on building the capabilities of Formed Police Units (FPUs) deployed in peacekeeping missions. This project included components on enhancing the crisis response and civilian protection capacities of police forces, which are standard modules for FPU deployment trainings. Another component involved the development of a pool of trainers and master trainers capable of delivering training activities to other police forces. Figure 9 illustrates the long-term impact of this project, highlighting UNITAR's and EMPABB's pivotal role in the securitization of elections and crisis management. Ongoing training modules delivered to FPUs, and the national Malian security forces continue to contribute to this impact.

Figure 9 - Strengthening Operational Capacities of Police Contributing Countries Theory of Change
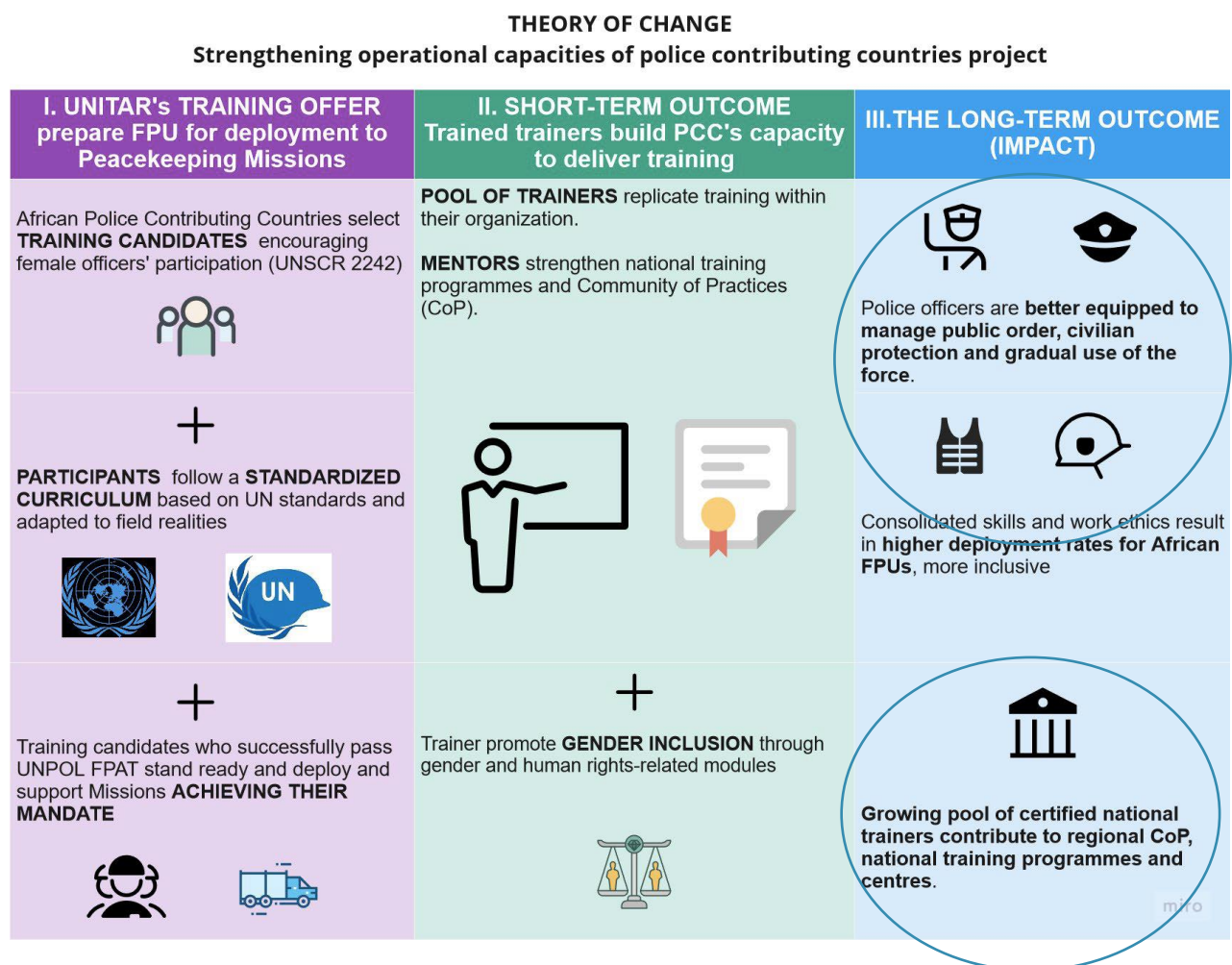
Source: Evaluation Report of the Strengthening Operational Capacities of Police Contributing Countries Project: 2020-2021 Phase

72. The evaluation faced limitations in assessing the impact of the training and simulations due to the unavailability/inaccessibility of the participants, apart from the trainers and master trainers. Consequently, it is difficult to conclude if the violent incidents that occurred during the constitutional reform referendum in June 2023 would have been more severe had the training activities and simulation exercises not been conducted. Additionally, the project team lacked access to the list of participants, impeding the assessment of their preparedness and obtaining additional testimonies regarding the practical application and effectiveness of the trainings in their day-to-day work and crisis management during the referendum.

73. During the field work and as explained by the project team, the unavailability of the list of participants from the various Malian security forces was attributed to security reasons. The evaluator encountered challenges in obtaining access to this information, likely due to sensitivities related to the nature of the training and the volatile context in Mali. Consequently, this limitation hindered the evaluator's ability to assess the readiness and gather comprehensive testimonies from the participants.

74. The current indicators primarily focus on the quantitative measurement of the training's impact, specifically the "*number of trained participants*". While this provides an important metric, it does not capture the extent to which the training is applied in day-to-day work. To assess the training's effectiveness, it would be useful to include qualitative indicators that provide deeper insights into the practical utilization of the training. By incorporating qualitative indicators, a more holistic understanding can be gained regarding the participants' application of the acquired skills and knowledge in their professional responsibilities. For instance, percentage of participants who *reported applying the training techniques and principles in real-life scenarios during the referendum* or percentage of participants who *reported applying the training techniques and principles in real-life scenarios during the referendum* with much confidence would provide a better indication of application or readiness to assume the expected roles in crisis management.

75. This revised indicator moves beyond the mere number of participants and delves into the qualitative aspect of how effectively the training is being put into practice. By surveying the participants and obtaining their self-reported assessments of applying the training during real-life situations, the indicator captures a more nuanced perspective of the training's actual impact on their day-to-day work and provides opportunities to probe on factors that may support confidence in applying skills and techniques. It provides an opportunity to gauge the extent to which the training has been successfully integrated into their professional practices, offering valuable insights into its practical effectiveness and overall progress. Nevertheless, this requires the development of monitoring tools that would allow such measurement. Finally, such progress needs to be monitored and reviewed over a longer time frame than just 18 months (as per the project log frame).

76. In conclusion, based on Table 1, the evaluation assigned the yellow colour (mostly achieved) to emphasize that progress is being made but further strengthening is still required to achieve the expected impact, which is to have MSF equipped and trained to respond adequately to potential bouts of violence or crises during elections and other country-wide events. This rating indicates that the project has shown positive developments, but there is room for improvement to reach its full potential. Certified trainers play a crucial role in delivering training to their peers, but their availability for training sessions is often hindered by their responsibilities in the field as demanded by various agencies, including their superiors. As highlighted in the survey findings, several impediments pose challenges to the effective strengthening of the community of practice. These include the lack of willingness from upper management to leverage the trainers' expertise, time constraints imposed by their field duties and budget limitations. Overcoming these obstacles and addressing these key issues will be instrumental in fostering a more robust and sustainable community of practice that can maximize the trainers' contributions and enhance the overall effectiveness of the training initiatives.

77. Finally, in addition to the mentioned challenges, to ensure a more accurate assessment of the trainings' effectiveness, there is a pressing need to incorporate qualitative indicators

that measure the application of learned skills, changes in behaviour, and the overall integration of training outcomes into daily work practices. By capturing these qualitative aspects, monitoring tools can provide deeper insights into the participants' competency levels, their ability to handle real-life scenarios, and the long-term sustainability of the acquired knowledge.

Likelihood of sustainability

How sustainable is this project in terms of results enduring beyond the end of the project?

78. The project's sustainability raises concerns due to its high cost. It is evident that further funds and training are necessary to sustain the capacity-building efforts for the national Malian forces in the areas of elections securitization and crisis management until the 2024 elections take place and beyond. Unfortunately, the ministries responsible for the security forces are unable to bear the financial burden associated with the project and have not yet integrated the modules and simulation exercises into their schools' curricula (police and gendarmerie). Although basic modules on topics such as the protection of civilians, use of force, and gender and human rights principles are included in the curricula of the security forces' schools (police, gendarmerie and national guard), trainers, participants and officials have highlighted the need for significant improvement in the depth and effectiveness of these modules. Furthermore, while technical training is provided at these schools, the implementation of similar simulations, which have proven valuable in this project, cannot be conducted without the support of international stakeholders and additional funding.

79. UNITAR and EMPABB have consistently emphasized the importance of sustainability in their projects since 2016. EMPABB, in line with its strategic objectives, aims to become a regional centre of excellence. The focus on sustainability has been integrated into various UNITAR/EMPABB projects, primarily by enhancing EMPABB's capacity to deliver training with a pool of trained trainers and master trainers. The project has shown gradual progress in establishing this sustainable pool of local trainers. However, interviewees have highlighted the need to further expand the number of trainers and master trainers, as well as strengthen the existing pool through additional ToT programmes. It is worth noting that the project successfully conducted a refresher ToT programme for master trainers, which received high praise from interviewees and survey respondents.

80. The ownership of the project's activities by various stakeholders, including EMPABB, UNITAR, police, gendarmerie, national guard, CECOCEC and international partners, such as MINUSMA and EUCAP Sahel, is commendable. Interviews confirmed that all stakeholders are dedicated and committed to strengthening the MSF in preparation for the upcoming elections in 2024 and ensuring a peaceful transition process. However, there is a significant lack of funding among national actors, necessitating contributions from international players in terms of technical expertise and shorter training modules. The challenging national political landscape and regional instability further hinder the ability of national security forces' departments to secure sufficient funds for ongoing development of their crisis management capabilities, despite the critical role these capabilities play in ensuring the stability of the country.

81. The final activity worth highlighting in this section is the revision of the crisis management guide, which will benefit both the existing national security forces and future recruits. While

the distribution of 5,000 cards summarizing the guide's key takeaways is a positive step, it falls short of reaching the 15,000 troops spread across the country. Nevertheless, it serves as a starting point. To ensure further institutionalization and strengthening of the security forces' capabilities and coordinated response, it is crucial to integrate the crisis management guide into the curriculum of national security force schools.

82. In conclusion, the project's stakeholders have demonstrated dedication to the project's objective, but they have also acknowledged its limitations in terms of the coverage of participants, despite implementing training and simulations in major cities. The sustainability of the project remains a key concern, as ongoing efforts are required to address the gaps and ensure long-term impact and a coordinated response during the upcoming elections.

Conclusions

83. The evaluation of the project has yielded several key conclusions. The project is relevant for the stakeholders, particularly to the MSF, considering the volatile political context since the first coup d'état in 2021. It also showed coherence with other international actors' training on elections' securitization and UNITAR/EMPABB's ongoing and previous projects in the Sahel region.

84. The project displayed effectiveness in utilizing international and local experts and trainers, leading to successful training and simulations. The professionalism and expertise of the international experts were highly appreciated by interviewees, indicating the positive impact of their contributions. However, there is a need for further strengthening and coordination of the security forces' crisis management plans to enhance effectiveness.

85. Financial expenditure was dedicated to personnel, services, material travel expenses, investments/procurements and administrative costs. While the financial reports were satisfactory to the donor, independent verification by the evaluator was not possible. The project's efficiency could not be independently assessed, but the donor expressed satisfaction with the reporting from EMPABB/UNITAR.

86. Preliminary impact was observed, with trainers and master trainers reporting some behavioural changes and improvements over time, mostly related to changes in training methodologies (focusing on the pedagogy of the training through using different delivery modes, focused on engaging more with the participants, and including more practical exercises than other trainings) to incentivize the learners' motivation. Ongoing interactions through platforms like WhatsApp groups played a significant role in facilitating the observations from the trainers on the gradual shift in behaviours. Nonetheless, further strengthening remains a priority. The revision of the crisis management guide and distribution of summary cards proved valuable, although the challenge of covering all national security forces across the country remains. Further institutionalization and integration of the guide into the national security force schools are necessary for lasting impact and greater coverage.

87. The project's outcomes and indicators (number of trained participants, for instance) would benefit from better definition and utilization as effective monitoring and learning tools. The integration of gender, human rights and the 'Leave No One Behind' principle should be

further strengthened in future projects to ensure inclusivity and equal opportunities for all individuals. Adequate attention and resources should be dedicated to addressing these areas comprehensively.

88. Sustainability and impact remain areas of concern, requiring addressing challenges such as strengthening crisis management coordination plans, providing additional training opportunities, conducting simulations and conducting baseline assessments. Future projects should prioritize these aspects to ensure the long-term effectiveness and positive impact on the MSF.

89. Project ownership and dedication among stakeholders, including EMPABB, UNITAR, national security forces and international partners, was evident. However, funding constraints and the challenging national and regional political landscape limited the financial contributions of national actors. Additional support from international players with technical expertise and shorter training modules was necessary. Efforts towards sustainability were made through the establishment of a pool of trained trainers and master trainers but increasing their numbers and conducting additional ToT programmes is needed.

90. The project has made progress in enhancing the capacity of the Malian security forces in crisis management and election security. However, there is a need for further efforts to address challenges, ensure inclusivity, improve financial sustainability, strengthen the project's outcomes and indicators, and integrate gender, human rights and the 'Leave No One Behind' principle for effective monitoring and learning. The commitment of stakeholders and the achieved outcomes provide a solid foundation for future endeavours in strengthening the Malian security forces and promoting a more inclusive and rights-based approach.

91. Finally, the collaboration between EMPABB and UNITAR in strengthening the crisis management capacities of the Malian security forces has been crucial in the context of Mali's challenging political landscape. However, ongoing efforts are needed to address the country's democratic institutions' fragility and establish a stable and accountable government. Continued support and investment in training programmes and coordination plans will be instrumental in enhancing the readiness and effectiveness of the security forces, ensuring peace and security during elections and critical events.

Recommendations

The evaluation formulates seven recommendations that are applicable to future projects in the area of preparations for elections:

1. **UNITAR should promote the integration of crisis management guides and technical resources into national security force schools.**

    With a view to helping ensure longer-term impact and sustainability, UNITAR should offer technical support to the national security forces to institutionalize valuable resources, such as crisis management guides and training materials, by integrating them into the curricula of national security force schools in future projects in the context of elections, be it in Mali or elsewhere.

2. **Focus on developing specialized trainings on crisis management and securitization of elections for senior officers.**

    Modules on coordinated deployment strategies should be included in the curriculum and simulations, even on a small scale, and should also be implemented for higher-level officers.

3. **UNITAR should review the course materials to ensure greater integration of human rights and gender equality considerations into the training of trainers' certification programmes and other training programmes.**

    UNITAR should offer technical support to its implementing partner to design a more inclusive approach to trainings and its other services to ensure that security forces with disabilities have equal access and can benefit from the same level of professional progression as others, as well as continue to promote gender equality and the Women, Peace and Security Agenda in training.

4. **UNITAR should specify qualitative indicators and develop monitoring tools to capture the effectiveness of training as opposed to merely reporting on the number of trained officers.**

    The simulation exercise can also be used to monitor and assess the performance of the participants through adapted testing and evaluation forms.

5. **Strengthen communication and dissemination.**

    To enhance the impact and sustainability of the trainings provided, UNITAR should develop a robust communication and dissemination strategy to ensure that the knowledge and learning acquired from training are effectively shared and applied by the security forces throughout their operations.

6. **Foster peer-to-peer knowledge sharing through networks and champions**.

    Encourage the formation of peer networks and communities of practice within the security forces. These networks can facilitate the exchange of experiences, lessons learned and best practices among different units and departments. Encourage the trainers to play an active role in these networks by organizing regular discussions, facilitating knowledge sharing sessions and providing guidance. UNITAR should

include in its training strategies and materials the identification of champions amongst participants at the end of each training to help ensure that knowledge is transferred and that behavioural changes take hold, particularly given the fact that trained participants often engage with security forces who have not been exposed to the training.

7. **UNITAR should build on learnings from this project to inform future elections projects**.

This should include conducting comprehensive assessments to identify ongoing gaps and challenges in the existing crisis management coordination deployment plan and developing targeted training programmes and simulation exercises to address these areas. By enhancing coordination mechanisms and ensuring effective deployment strategies, security forces will be better prepared to handle crisis situations during the elections, resulting in improved security and stability.

Lessons Learned

Stakeholder dedication and ownership

The commitment and dedication of stakeholders, including international and national actors, are vital for the success of a project. Collaboration and shared ownership among stakeholders contribute to project effectiveness, preliminary impact and sustainability. The enduring collaboration between EMPABB and UNITAR is a testament to this dedication, which has yielded results.

Monitoring and learning tools

Clear and well-defined outcomes, outputs and indicators are essential for effective monitoring and learning throughout the project life cycle. In addition, conducting baseline assessments provides a benchmark for measuring progress and determining the overall impact of the project.

Training and simulations

To strengthen the capabilities of national security forces, it is crucial to engage in medium to long-term training and simulations. This requires dedicated funding and the integration of relevant curricula. Additionally, it is essential to develop a pool of trainers and master trainers who can be regularly deployed to deliver effective training. Furthermore, fostering knowledge sharing among participants is vital for disseminating key takeaways and promoting ongoing behavioural change.

Annexes

1. Terms of Reference

Independent Evaluation of the "Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections" 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 Institution works towards supporting institutions and individuals to contribute meaningfully to sustainable peace. It incorporates activities aimed at strengthening capacities of institutions and individuals towards peaceful coexistence, conflict resolution and the development of sound regulatory frameworks in promotion of access to information and justice.

3. The **"Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections"** project responds to the urgency of supporting institutions and individuals for sustainable peace by supporting national authorities in Mali to transition towards the (re)establishment of democratic governance and the rule of law. It aimed to accomplish this objective through strengthening the crisis management capacities of Malian national police, national gendarmerie, and national guard ahead of the Mali elections scheduled in February 2024. The project was implemented between July 2021 and December 2022.

4. UNITAR has been active in Mali since 2016 following its contribution to improving the performance of UN Peace Operations through implementation of projects aimed at strengthening the capacities of police contributing countries. The project will build on these experiences to strengthen the operational readiness of Malian national police, gendarmerie, and national guard in view of the elections. To achieve the long-term outcome, the project will focus on enhancing the capabilities (knowledge and skills), motivation and opportunities of police, gendarmerie and national guard members (at strategic, operational and tactical level) to ensure security prior, during and after elections. The project integrates a gender approach through integrating elements from the UNDP training manual on Gender, Human Rights and the Role of the Police during Elections and reflecting on Violence against Women in Elections The project entailed different types and phases of interventions, ranging from the provision of training, coaching and mentoring, to the delivery of equipment for the units deployed on the ground (mainly public order management equipment). In the view of ensuring long-term sustainability of the project and a broad outreach, a comprehensive training of trainers' approach was applied to empower effective multiplication of the trainings. While in the initial phase of the project (2021) the interventions focused on Malian national police, gendarmerie and national guard, in the second phase the interventions concentrated on the promotion of inter-operability between Malian security forces and international forces present in Mali in the framework of the United Nations Mission, MINUSMA, particularly Formed Police Units (FPUs).

Purpose of the evaluation

5. The purpose of the evaluation is to assess the relevance, coherence, efficiency, effectiveness, 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.

Scope of the evaluation

6. The evaluation will cover the entire project time frame, from 1 July 2021 to 31 December 2022. The evaluation should maintain sufficient focus to deliver findings and conclusions with actionable recommendations to inform similar projects in the country and other projects in other contexts beyond Mali. The scope, evaluation questions and data collection will be commensurate with the evaluation's resource requirements.

Evaluation criteria

7. The evaluation will assess project performance using the following criteria: relevance, coherence, effectiveness, efficiency, 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 strengthening the operational readiness of Malian national police, gendarmerie, and national guard in view of the elections?*
- ***Efficiency:*** *To what extent has the project delivered its results in a cost-effective manner and optimized partnerships?*
- ***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

8. 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 and with regard to the project's future orientation, as may be relevant.

<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 particularly SO 1.1.?*
b. *How relevant are the objectives and the design of the trainings to the identified and new capacity needs, priorities and the performance improvement of beneficiaries of male and female Malian national police, gendarmerie, and national guard? Were objectives formulated sufficient to lead to behaviour 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, particularly when it comes *to* the inter-operability between Malian security forces and international forces present in Mali *?*

e. *How well does the project complement other existing elections' crisis management programmes by other local, national, UN and international actors including the EUCAP Sahel Mali?*

f. *To what extent does the project align with international frameworks mentioned in the project description, e.g., Women, Peace and Security Agenda (UN Security Council Resolution 1325 and subsequent resolutions), etc.?*

Effectiveness

g. *How effective is the project's methodology (training of trainers, simulation, etc.) in achieving the long-term outcome area related to strengthened operational readiness of Malian national police, gendarmerie, and national guard in view of the elections?*

h. *To what extent is the project contributing to changed behaviour/attitudes in a way that contributes to improving safety and security of civilians during elections or progress towards it?*

i. *To what extent is the Malian national police, gendarmerie, and national guard prepared adequately for the 2024 elections and pre- and post-election events?*

j. *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)**

k. *To what extent and how is the project contributing to changed behaviour and improved performance of Malian national police, gendarmerie, and national guard, including reduction of Human Rights Abuses (reaction instead of prevention and protection)? What is missing, if anything?*

l. *How effective has the promotion of inter-operability between Malian national security forces and international forces present in Mali been and to what extent has it led to enhanced collaboration?*

Efficiency

m. *To what extent has the project been able to link to other initiatives and collaborated with other partners and the host government?*

n. *To what extent has the project produced outputs in a timely and cost-efficient manner, including through partnership arrangements with implementing partners including EMPABB (e.g., in comparison with alternative approaches) or is likely to?*

o. *How environment-friendly (natural resources) has the project been and to what extent have environmental externalities been mitigated? (ENVSUSE)*

p. *To what extent has the initiative created benefits of integrating gender equality (or not) and what were the related costs?*

Early indication of impact

q. *To what extent is the project likely to contribute to strengthened safety and security under the context of preparing for the Malian elections and the performance of Malian national police, gendarmerie, and national guard? What on-the-ground indicators are likely to provide the basis of such an assessment?*

r. *To what extent has the project contributed to improved capacities of Malian national police, gendarmerie, and national guard during pre-election events?*

s. *What other observable end-results or organizational changes (positive or negative, intended or unintended) have occurred related to the project?*

Likelihood of sustainability / early indication of sustainability

- *t. To what extent are the project's results likely to endure beyond the implementation of the activities in the mid- to long-term?*
- *u. To what extent has the training of trainers led to indications of sustainability?*
- *v. What are the major factors which influence the achievement or non-achievement of sustainability, of the project?*
- *w. To what extent is the current design likely to contribute to sustained capacity?*
- *x. What can we learn to inform the future design of similar programming?*

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.**

Environmental Sustainability in Evaluation (ENVSUSE)
The evaluation questions with the evaluation sustainability dimension are marked with "***ENVSUSE"*** in the above.

Evaluation Approach and Methods

9. The evaluation is to be undertaken in accordance with the UNITAR Evaluation Policy and Operational Guidelines, as well as 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 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 and the theory of change (reconstructed); 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:

- German Federal Foreign Office
- Implementing partners: Kofi Annan International Peacekeeping Training Centre (KAIPTC), Ecole de Maintien de la Paix "Alioune Blondin Beye" (EMPABB)
- Beneficiaries/participants from Malian national police, gendarmerie and national guard, FPUs and civilian protection units
- Trainers/facilitators
- UN Country Teams
- Host (local and national) governments
- UNITAR staff in Geneva and Mali
- The Police Component of MINUSMA
- Project Board members

- **United Nations Department of Peace Operations / Police Division / Standing Police Capacity (SPC)**
- 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. 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 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 and empowerment of women.

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).

Time frame, work plan, deliverables and review

15. The proposed time frame for the evaluation spans from December 2022 (initial desk review and data collection) to June 2023 (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 time frame 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 and the donor to review and comment on the draft report and provide any additional information using the form provided under Annex F by 2 May 2023. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 29 May 2023. Subsequently, PPME will finalize and issue the report, and present the findings and recommendations to project management and other invited stakeholders.

Indicative time frame: December 2022 – June 2023

Activity	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 emerging findings, recommendations 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	9 December 2022
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	16 December 2022
mission plan submitted	Evaluator	Evaluation manager	20 December 2022
Zero draft report	Evaluator	Evaluation manager	10 April 2023
Comments on zero draft	Evaluation manager	Evaluator	24 April 2023
Draft report	Evaluator	Evaluation manager	2 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	15 May 2023
Final report	Evaluator	Evaluation manager	29 May 2023
Dissemination and publication of report	Evaluation manager		June 2023

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. In accordance with 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 G 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 and conflict management and resolutions or a related discipline. Knowledge of and experience in training design and delivery, including training of trainers approaches and in areas related to crisis management 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 crisis and peacekeeping related topics, as well as contemporary developments in multilateral efforts to develop crisis management capacities in broader peacekeeping 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.
   - Strong communication and presentation skills.
   - Cross-cultural awareness and flexibility.
   - Availability to travel.
   - Fluency in oral and written French and English.

Annex A: List of contact points

To be completed

B: Event data available on the Event Management System

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, log frame updates etc.)
- Legal Agreement
- Logical Framework and outcome areas
- Monitoring and self-evaluation data
- Implementing partner documentation
- Stakeholder contacts
- 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 E: Project logical framework

Intervention Logic	Description of objectives and results	% of 24:36 Baseline: 0% Target value: 80%	Sources of Information	Assumptions and Risks	Interim Report 1 (Period: 1 Jul - 31 Oct 2021) Target Value / Value achieved		Interim Report 2 (Period: 1 Nov - 31 Mar 2022) Target Value / Value achieved		Interim Report 3 (Period: 1 Apr - 31 Dec 2022) Target Value / Value achieved		Final Report Target Value / Value achieved		Comments
Overall Objective (Impact)	*Strengthened operational readiness of Malian national police, gendarmerie, and national guard in view of the elections*	Please leave these fields empty											
Project Objective 1 (Outcome)	*Enhanced capabilities (knowledge and skills), motivation and opportunities of police, gendarmerie and national guard members (at strategic, operational and tactical levels) to*	**% of participants meeting the completion requirements of the training programmes** **Baseline: 0% Target value: 80%**	*Reports*	*(please refer to assumptions and risks section in the project doc)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*	0%	94%	0%	94%			

44

	ensure security prior, during and after elections											
	% of police, gendarmerie and national guard fully equipped **Baseline: tbd (assessment mission) Target value: tbd (assessment mission)**	*Reports*	*(Please refer to assumptions and risks section in the project doc)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*	*0% (activity planned beyond reporting period)*			
Result 1.1 (Output)	*Training packages addressing strategic, operational and tactical levels of police, gendarmerie and national guard developed*	**Number of training packages developed** **Baseline: 0 Target value: 3 (each covering the three levels)**	*Training packages*	*(Please refer to assumptions and risks section in the project doc)*	*3*	*1 (please refer to interim report)*	*3*	*1 (please refer to interim report)*	*3*	*1 (please refer to interim report)*		

45

Result	Description	Indicator	Means of verification	Assumptions								
Result 1.2 (Output)	*Training packages for civilian protection units developed (sensitization)*	**Number of training packages developed** **Baseline: 0 Target value: 1**	*Institutional frameworks*	*(Please refer to assumptions and risks section in the project doc)*	*1*	*1 (please refer to interim report)*	*1*	*1 (please refer to interim report)*	*1*	*1 (please refer to interim report)*		
Result 1.3 (Output)	*Simulation exercise developed*	**Number of simulation exercises developed** **Baseline: 0 Target value: 1**	*Institutional frameworks*	*(Please refer to assumptions and risks section in the project doc)*	*1*	*1 (please refer to interim report)*	*1*	*1 (please refer to interim report)*	*1*	*1 (please refer to interim report)*		
Result 1.4 (Output)	*Training of master trainers delivered to participants*	**Number of master trainers trained** **Baseline: 0 Target value: 18**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*18*	*24*	*18*	*24*	*18*	*24*		
Result 1.5 (Output)	*Training of trainers delivered to participants*	**Number of trainers trained** **Baseline: 0 Target value: 48**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*48*	*60*	*48*	*60*	*48*	*60*		
Result 1.6 (Output)	*Training of police, gendarmerie and national guard units delivered to participants*	**Number of participants trained** **Baseline: 0 Target value: 1200**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*1200*	*1504*	*1200*	*1504*		

Result 1.7 (Output)	*Preparation training delivered to 10 Formed Police Units deployed with MINUSMA*	**Number of participants trained** **Baseline: 0 Original target value: 2800 Amended target value: 0**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*2800*	*0*			
Result 1.8 (Output)	*Simulation exercise delivered in 8 locations*	**Number of participants trained** **Baseline: 0 Original target value: 3000 Amended target value: 0**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	375	400	3000	400	3000	400			
Result 1.9 (Output)	*Sensitization of civilian protection units delivered to participants*	**Number of participants trained** **Baseline: 0 Target value: 380**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	0 (activity planned beyond reporting period)	0 (activity planned beyond reporting period)	380	376	380	376			
Result 1.10 (Output)	*Equipment provided to police, gendarmerie and national guard members*	**Number of equipment provided** **Baseline: tbd (assessment mission) Target value: tbd (assessment mission)**	*Reports*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*			

Result 1.11 (NEW) (Output)	*Command post exercise organized for CECOGEC staff and relevant partner*	**Number of participants trained** **Baseline: 0** **Target value: 60**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*			
Result 1.12 (NEW) (Output)	*Simulation exercise organized following CEPEX*	**Number of participants trained** **Baseline: 0** **Target value: 1200**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*			
Result 1.13 (NEW) (Output)	*Training of FSM, MSPC, CECOGEC delivered to participants*	**Number of participants trained** **Baseline: 0** **Target value: 80**	*Reports from training activities*	*(Please refer to assumptions and risks section in the project doc)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*	*0 (activity planned beyond reporting period)*			

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 "Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections)" 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

2. Evaluation Framework Matrix

Key evaluation questions	Sub-questions	Data collection tools	Challenges
RELEVANCE **To what extent is this project relevant to the beneficiaries and the context in Mali?**	*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.?* *How relevant are the objectives and the design of the trainings to the identified and new capacity needs, priorities and the performance improvement of beneficiaries of male and female Malian national police, gendarmerie, and national guard?* *Were objectives formulated sufficiently to lead to behaviour change/performance growth?* *How relevant is the project to supporting gender equality and women's empowerment?* ***(GEEW)*** *To what extent was the project relevant and is still relevant to the donor's priorities in Mali?* *To what extent were the training packages and trainings designed in consultations with the Security forces?* *How different from other protection of civilians (PoC) and crowd control trainings delivered at EMP were the training delivered as part of this project?*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units. KII; group discussions; surveys with beneficiaries.	Access to stakeholders for phone and face to face interviews. Acceptable response rate of the surveys to use the findings for the analysis. No access to participants from the security forces in Mali that received these trainings
COHERENCE **How coherent is the project with other UNITAR's initiatives for EMP?**	*How well does the project complement other UNITAR programming, particularly when it comes to* the inter-operability between Malian security forces and international forces present in Mali*?* *To what extent is the project coherent with relevant policies, complementing other programmes and projects and adhering to international norms and standards?*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units; other training centres.	No access to participants from the security forces in Mali that received these trainings

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	Are other trainings offered by foreign donors and international players? If yes, who are they and on what topic?	KII; group discussions; surveys with beneficiaries.	
	How well does the project complement other existing elections' crisis management programmes by other local, national, UN and international actors including the EUCAP Sahel Mali?		
	To what extent does the project align with related international frameworks, e.g., Women, Peace and Security Agenda (UN Security Council Resolution 1325 and subsequent resolutions), etc.?		
	How complementary are the training and capacity building activities delivered by this project to other projects and partners of EMP focused on crisis management?		
	How well is the project aligned with UNITAR standards for training of trainers?		
	How well do the project activities complement other trainings received by police forces in Mali for crowd control and elections' management?		
	How are the project's objectives aligned with the current context in Mali?		
EFFICIENCY **How efficient has this project been in delivering the expected outcomes and outputs within the dedicated time frame and resources?**	*To what extent has the project been able to link to other initiatives and collaborated with other partners and the host government?* *To what extent has the project produced outputs in a timely and cost-efficient manner, including through partnership arrangements with implementing partners including KAIPTC and EMP (e.g., in comparison with alternative approaches) or is likely to?* *How environment-friendly (natural resources) has the project been? (ENVSUSE)*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units. KII	To have access to EMP's financial overview- The financial department of EMP might not want to disclose that kind of information as this is a bit outside of the project's reporting obligations.

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	To what extent has the initiative created benefits of integrating gender equality and women's empowerment (or not) and what were the related costs? *Were the project's resources (human and financial) used as planned and fully utilised?*		
EFFECTIVENESS **How effective has the project been in delivering the expected outputs and results?**	*How effective is the project's methodology (master trainers, training of trainers, simulation exercises, etc.) and overall design (e.g., combination of TOT approach and provision of equipment) and adaptive management (shift from operational nature to knowledge sharing on common concept of operations) in achieving the long-term outcome area related to strengthened operational readiness of Malian national police, gendarmerie, and national guard in view of the elections and crisis management?* *To what extent is the project contributing to changed behaviour/attitudes in a way that contributes to improving safety and security of civilians during elections or progress towards it?* *To what extent is the Malian national police, gendarmerie, and national guard prepared adequately for the 2024 elections and pre-and post-election events?* *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)* *To what extent and how is the project contributing to changed behaviour and improved performance of Malian national police, gendarmerie, and national guard, including reduction of Human Rights Abuses (reaction instead of prevention and protection)? What is missing, if anything?* *How effective has the promotion of inter-operability between Malian national security forces and international forces present in Mali been and to what extent*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units. KII; group discussions; surveys with beneficiaries.	**It might be difficult to attribute results to this project in particular as it is only over one year.** **The stakeholders might not be able to assess the level of impact the project had besides their immediate work – so it might be difficult within such a time frame to assess the impact on the organizational level and the institutional level. As these two latest dimensions require the evaluation to carry out a pre-project' organizational and context assessment. The evaluator will try to reconstruct the Theory of Change of the project, assess the context pre-and post and try to obtain information on the project's effectiveness and impact from the chiefs of the security forces in Mali. Access to chiefs of security forces might be limited.**

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	has it led to enhanced collaboration? Have the MINUSMA FPU trainers who were trained led to preparedness of the FPUs? *What factors are positively or negatively affecting the project's, effectiveness performance?* *How did COVID-19 impact the implementation of the planned activities? What mitigations measures were put in place to minimize delays in the project's implementation plan?* *Are there any unintended and unexpected results?* *Were procurement procedures in place and respected for each output? Have there been any delays?*		
Preliminary impact	*To what extent has the project contributed to strengthened safety and security under the context of the Malian elections and the performance of Malian national police, gendarmerie, and national guard?* *To what extent has the project contributed to improved capacities of Malian national police, gendarmerie, and national guard during pre-election events?* *To what extent have the Malian security forces been able to use the skills for crowd control and protection of civilians during other events or incidents?*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units. KII; external sources, such as ACLED, on violent events and other events reported. Other external data sets and secondary sources.	Take into consideration EMP's bias and the truthfulness of the participants. The evaluator will not be able to speak or survey the participants within the police. Gendarmerie and guards for security and sensitivity reasons. This will affect the depth of information collected on the potential impact of the project.
SUSTAINABILITY **How sustainable are the results of this project?**	*To what extent are the project's results likely to endure beyond the implementation of the activities in the mid- to long-term?* *What are the major factors which influence the achievement or non-achievement of sustainability, of the project?* *To what extent is the current design likely to contribute to sustained capacity?*	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units.	To have access to EMP's financial overview- The financial department of EMP might not want to disclose that kind of information as this is a bit outside of the project's reporting obligations.

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	To what extent has the training of trainers approach (master trainers, TOT) led to indications of sustainability?	KII	
Lessons learned and best practices **What are the main lessons that can support future programming?**	*What can we learn to inform the future design of similar programming, particularly around institutional assessment, and support?* *What would you continue doing? What would you do differently if the project was to continue or expand or be exported to another country?* Any other comments?	Desk review of key documents. Interviews with EMP's staff; UNITAR's project managers; the donor; UNCT; Ministry of Interior; police, gendarmerie and civilian protection units. KII; group discussions; surveys with beneficiaries.	**It might be difficult to attribute results to this project in particular as it is only over one year and the scope of the evaluation is only covering six months.**

3. Interview Guides

General Interview Guide
In order to collect the needed information amongst all stakeholders and ensure due process, interview guidelines were developed. These questionnaires are just guidelines and will be adjusted according to the conversation and the stakeholders.

Name of stakeholder:
Position:
Date and location of the interview:
Involvement in the project:
Gender: (female and male - important for data disaggregation)

Interview guidelines are divided according to the types of stakeholders 1) EMP's project managers; 2) UNITAR's project managers; 3) Trainers; 4) Donor; 5) Partners – MINUSMA, UNSPC, UNCT, EUCAP, Chiefs of Police, Gendarmerie and National Guard.

Each questionnaire should be adjusted to the interviewee and the language will be adjusted to French or English. The interview should not exceed one hour. The questions are not to be used verbatim but for the evaluator to use as a guideline. Simple language will be used without using technical language to avoid confusion and get the most information out of the interviews.

At the end of the interview, the evaluator should thank the stakeholders for their time and their inputs and ask if the evaluator can contact them at a later stage if in need of additional information or to verify a piece of information.

Questions for EMP's management

Relevance
- How relevant are the objectives and the design of the trainings to the identified and new capacity needs, priorities, and the performance improvement of beneficiaries of male and female Malian national police, gendarmerie, and national guard?
- How are the learning objectives relevant to generate behavioural change/performance growth?
- How is the project supporting gender equality and women's empowerment? (GEEW)
- To what extent were the training packages and trainings designed in consultations with you and the beneficiaries?
- How different from other PoC and crowd control trainings delivered at EMP was this project's content? Can you give examples of what was different?

Coherence
- How complementary are the training and capacity building activities delivered by this project to other projects and partners of EMP?
- How are the project's objectives aligned with the current context in Mali?

Effectiveness
- 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)
- What factors are positively or negatively affecting the implementation of activities/trainings by EMP?
- How did COVID impact the implementation of the planned activities? \
- did you observe any unexpected results from the trainings?
- How were environmental standards taken into considerations during the trainings under this project?

Efficiency
- To what extent has the project produced outputs in a timely and cost-efficient manner, including through partnership arrangements with implementing partners including KAIPTC and EMP (e.g., in comparison with alternative approaches) or is likely to?
- To what extent has the initiative created benefits of integrating gender equality (or not) and what were the related costs?

Preliminary Impact
- What type of behavioural and technical changes can be observed within the 4 forces on crisis management and elections management?
- To what extent has the project contributed to improved capacities of Malian national police, gendarmerie, and national guard during pre-election events?
- To what extent have the Malian security forces been able to use the skills for crowd control and protection of civilians during other events, according to your knowledge? Or for other purposes?

Sustainability
- What are your lessons for future design of similar programming?
- To what extent has the training of trainers led to indications of sustainability?

Lessons Learned
- What lessons can you take from this project?
- Any other comments?

Questions for UNITAR's project management team

Relevance
- How relevant was the project for the 4 forces in Mali?
- In your view, how relevant is the project to supporting gender equality and women's empowerment? **(GEEW)**
- To what extent were the training packages and trainings designed in consultations with the 4 bodies of the security forces?

Coherence
- How did the project help the 4 forces work more closely together?
- How well does the project complement other existing elections' crisis management programmes by other local, national, UN and international actors including the EUCAP Sahel Mali?
- How did the training and activities differ from the MINUSMA and EUCAP's trainings on crisis management?

Efficiency
- To what extent has the project been able to link to other initiatives and collaborated with other partners and the host government?
- To what extent has the initiative created benefits of integrating gender equality (or not) and what were the related cost?

Effectiveness
- 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)
- What factors are positively or negatively affecting the project's, effectiveness performance?

- Are there any unintended and unexpected results?
- To what extent has the project been effective on the following levels – Individual, Organizational, or Institutional (context)?

Preliminary impact
- To what extent has the project contributed to strengthened safety and security under the context of the Malian elections and the performance of Malian national police, gendarmerie, and national guard?
- To what extent has the project contributed to improved capacities of Malian national police, gendarmerie, and national guard during pre-election events?
- Have the Malian security forces been able to use the skills for crowd control and protection of civilians during other events?

Questions for the Donor

Relevance
- Why did you decide to fund this project?
- Is it aligned with your priorities for the Sahel region? What are your government's' upcoming priorities for this region and Mali in particular?

Coherence
- Is this project coherent with other projects you fund? Which ones and why?
- Do you know other donors that are also funding similar projects in Mali?
- How do you coordinate with other donors to assess funding gaps and priorities for the country?

Preliminary impact
- Have you gotten any feedback on the preliminary impact of the trainings on the security forces behaviours in crowd control and protection of civilians during specific events?
- What key international standards and practices do you wish to see applied amongst the Malian security forces?

Efficiency
- Were the outputs and activities delivered on time and according to planning according to your knowledge?
- Were you informed by the project team of progress, challenges and potential delays or changes in the project?

Sustainability
- What do you think is critical for this project to be sustainable?

Lessons learned
- What key lessons learned have you taken out from the project?
- Anything that can be replicated elsewhere?

Personal info questions
- Can you tell me more about your background and role, where did you get your accreditation as a trainer for trainers?
- Have you delivered trainings for EMP in Mali? Abroad?
- How many trainings have carried out under this project for UNITAR/EMP? For whom? give examples of some trainings.

Relevance
- What is different in this project that you believe could generate behavioural change amongst the beneficiaries?
- How relevant was the training content in supporting gender equality and women's empowerment? **(GEEW)**
- To what extent were you consulted to design the training packages and trainings?
- Were the trainings of trainers relevant to the needs of the security forces in Mali and to your needs as a trained trainer?

Coherence
- Are the training of trainers' packages coherent with the other types of training of trainers delivered by other 58 institutions?
- Is the training package complementing other trainings offered by other institutes?

Effectiveness
- What key learnings the security forces/participants took out from the trainings? Give examples?
- How effective have the trainings and simulations been according to you on elections and crisis management?
- How effective is the project's methodology (training of trainers, simulation, etc.) to strengthen operational readiness of Malian national police, gendarmerie, and national guard in view of the elections?
- 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)

Preliminary impact
- What is the main impact of these ToT according to you?
- Have you gotten any feedback on the preliminary impact of the trainings on the security forces behaviours in crowd control and protection of civilians during specific events?
- What key international standards and practices do you wish to see applied amongst the Malian security forces?
- Have you been mentoring participants when they have delivered training themselves afterwards?
- Do you know how many training by trainers were delivered afterwards?
- Have you observed the performance of the trained trainers when delivering those trainings?

Sustainability
- What do you think is critical for these trainings to be sustainable?

Lessons learned
- What key lessons have you taken out from the project?
- Anything that can be replicated elsewhere?

Personal info questions
- Can you tell me more about your involvement with this project? Or with the training of the security forces in Mali for crowd control, crisis management and protection of civilians around elections?

Relevance
- What is different in this project that you believe will generate behavioural change amongst the beneficiaries?
- To what extent were the training packages and trainings meetings the needs of the beneficiaries according to your knowledge?

Coherence
- Were the trainings delivered coherent with other packages delivered by other agencies and training centres? Do they complement each other?
- Was there any repetition? Overlap? Synergies? On what topics if you can give examples?

Effectiveness
- What were the most effective activities in this project according to you?
- What is the added value of EMP and UNITAR for this type of projects according to you?
- What type of results have you observed in the security forces that have underdone the trainings?
- What type of unexpected results have you observed? If any.
- What factors are critical for you to see changed behaviours in the Malian security forces according to you?

Sustainability

- Do you think the objectives and outputs of the project can be sustained after the training ends?

Lessons learned

- What do you think can be replicated from these trainings?
  Any other comments?

4. Survey for the trained trainers

Cher formateur/chère formatrice et ancien participant de l'UNITAR,

A l'UNITAR, nous nous engageons non seulement à fournir une formation de qualité, mais nous aimerions également mieux comprendre les changements (le cas échéant) que votre participation au programme a apportés. Cette enquête est conçue pour recueillir les expériences de votre participation à la formation de formateur, auquel vous avez participé en collaboration avec l'Ecole Maintien de la Paix (EMPABB).

Nous vous serions reconnaissants de nous faire part de vos commentaires par le biais de ce sondage en ligne. L'UNITAR apprécie vos commentaires et votre participation à cette courte enquête est cruciale pour l'amélioration continue de la qualité. Les réponses à ce questionnaire sont traitées de manière anonyme. Toutes les réponses, y compris les informations personnelles que vous fournissez, resteront strictement confidentielles. Votre contribution ne sera utilisée qu'en combinaison avec les réponses des autres participants à l'enquête. Cette enquête peut être complétée en 15 minutes environ et fait partie d'une évaluation indépendante.

Vous pourriez répondre aux questions de l'enquête en anglais ou en français. Veuillez sélectionner votre langue préférée en haut à droite.

Merci pour votre participation à ce sondage!

Dear trainer and former UNITAR participant,

At UNITAR we are not only committed to providing quality training, but we would also like to better understand the changes (if any) that your participation in the programme has brought. This survey is designed to gather experiences from your participation in the trainer training, in which you participated in collaboration with the Ecole Maintien de la Paix (EMPABB).

We would appreciate if you could provide feedback through this online survey. UNITAR values your feedback and your participation in this short survey is crucial for continuous quality improvement. The answers to this questionnaire are treated anonymously. All responses, including the personal information you provide, will be kept strictly confidential. Your contribution will only be used in combination with the responses of other survey participants. This survey can be completed in approximately 15 minutes and is part of an independent evaluation.

Thank you for participating in the programme and for your cooperation in this survey!

You may answer the survey questions in English or French. Please select your preferred language at the top right.

Thank you for participating in this survey!

* 1. How much experience do you have as a trainer?

    ◯ Less than 1 year

    ◯ Between 1 and 3 years

    ◯ Between 3 and 5

      years

    ◯ More than 5 years

* 2. What certification do you have for your training skills? Select all that apply.

    ☐ I have no certification

    ☐ I have been certified by EMPABB

    ☐ I have been certified by UNITAR

    ☐ I am not sure

    ☐ I have another certification (please specify below)

    [   ]

3. Which training of trainers did you attend? Tick all that apply.

    ☐ Training of Trainers "VIVIER DE FORMATEURS UNITAR" from 14-25 November

    ☐ 2022 at the EMP School Training of Trainers for Formed Police Units (FPU)s in

      2021

    ☐ Training of Trainers for Individual Police Forces (IPU)s in 2021

    ☐ Sécurisation des élections au Mali - Formation de maitres formateurs (Mali -

      30 Aug - 10 Sept 2021)

    ☐ Other (please specify)

    [   ]

* 4. Which of the following describes how you felt after completing the EMPABB-UNITAR training of trainers programme?

    ◯ I did not feel confident about delivering training

    ◯ I felt some confidence about delivering training

○ I felt fairly confident about delivering training

○ I felt very confident about delivering training

* 5. To what extent have the knowledge and skills you gained during the training of trainers' certification been useful?

	not useful	a bit useful	Somewhat useful	Useful	Very useful	Not applicable
Related to public safety (for example, elections)?	○	○	○	○	○	○
Related to public peacekeeping operations	○	○	○	○	○	○

* 6. How would you describe the coverage of the following subjects in the training of trainers' certification for the event "Sécurisation des élections au Mali - Formation de maitres formateurs (Mali - 30 Aug - 10 Sept 2021)"? Tick "I did not attend" if you did not attend.

	It was not mentioned at all	It was mentioned on one or two occasions	It was mentioned several times during the training	It was integrated into the training	I did not attend
Gender equality	○	○	○	○	○
Human rights	○	○	○	○	○

* 7. How would you describe the coverage of the following subjects in the training of trainers' certification for the events related to Training the Formed Police Units and Individual Police Forces in 2021? Tick "I did not attend" if you did not attend.

	It was not mentioned at all	It was mentioned on one or two occasions	It was mentioned several times during the training	It was integrated into the training	I did not attend
Gender equality	○	○	○	○	○

| Human rights | ○ | ○ | ○ | ○ | ○ |

* 8. How would you describe the coverage of the following subjects in the training of trainers' certification for the event "VIVIER DE FORMATEURS UNITAR" from 14-25 November 2022 at the EMP School? Tick "I did not attend" if you did not attend.

It was not mentioned at all	It was mentioned on one or two occasions	It was mentioned several times during the training	It was integrated into the training	I did not attend

Gender equality	○	○	○	○	○
Human Rights	○	○	○	○	○

10. If you have any suggestions for changes to the programme that would make it more useful, please write them here.

11. To what extent do you keep in touch with and share knowledge with other certified trainers?

○ I never speak to other certified trainers

○ I might discuss training issues with other certified trainers once a month at most

○ I might discuss training issues with other certified trainers two or three times a month

○ I might discuss training issues with other certified trainers at least once a week

12. How would you describe the support provided by the EMPABB for the training programme you organised?

○ Very poor

○ Fairly poor

○ Fairly good

○ Extremely good

○ I have not requested support

12. If you have any specific suggestions about how support could be improved, please make a note of it here

13. Please provide examples of how you have applied knowledge/skills to your training or what you may have done differently as a result of completing the training of trainers programme.

* 14. Which of the following situations have you faced in trying to use your new knowledge and skills as a certified trainer since completing the certification?

	This is not a problem	This is sometimes a small problem	This is occasionally a significant problem	This is regularly a significant problem

Having the time to apply new knowledge and skills	○	○	○	○
Having the confidence to use new knowledge and skills	○	○	○	○
My supervisors do not allow me to use new knowledge and skills	○	○	○	○
I have forgotten what I learnt during the certification course	○	○	○	○
The new knowledge and skills do not seem relevant to my work	○	○	○	○
My colleagues do not support me in using new knowledge and	○	○	○	○
I need more skills and knowledge than the training provided	○	○	○	○
The new knowledge and skills are not important to me	○	○	○	○
The systems and processes that exist do not allow me to use the new knowledge and	○	○	○	○

If there are any other issues which sometimes stop you using new knowledge and skills, please explain what they are here.

15. Have you noticed any organizational improvement within EMPABB? Please explain using examples.

Kindly write NA if you have not noticed any changes.

```
[                              ]
```

16. What other improvements could be made to strengthen EMPABB's role as a centre of excellence?

```
[                              ]
```

* 17. Please can you indicate how many courses and total number of participants you have trained in the following countries?

	Number of courses delivered	Total number of participants (all training)
Mali		
Burkina Faso		
Senegal		
Niger		
Nigeria		
Guinee-Bissau		
Guinee		
Cameroon		
Ghana		

Other (please specify)

```
[                              ]
```

* 18. Please indicate your level of agreement with the following statements.

	Totally disagree	Disagree	Agree	Fully agree
The subjects covered in the trainings were cross-cutting across peacekeeping operations and MINUSMA	○	○	○	○
The participants are more aware of and respect gender equality	○	○	○	○
The participants are more aware of and respects Human Rights issues	○	○	○	○

*

19. In addition to taking part in training of trainers courses, have you participated in other EMPABB courses?

○ Yes

○ No

20. What are your thoughts about the following training courses?

	The trainers were specialised and had the experience to manage the course	The trainers were specialised but lacked the experience to manage the course properly	The trainers did not have the knowledge and skills required to manage the course	I have not attended that course

Military Observation Internship	◯	◯	◯	◯
Conflict Management and Resolution	◯	◯	◯	◯
Crisis Management and Risks Management in Congo	◯	◯	◯	◯
Women Peace and Security	◯	◯	◯	◯
UN Police (UNPOL)	◯	◯	◯	◯
Children's Rights and Protection	◯	◯	◯	◯
Crisis Management and Risks Management in Guinea Conakry	◯	◯	◯	◯

Finally, here are some personal questions

* 21. Please indicate your nationality

[_____]

* 22. What is your gender?

◯ Male

◯ Female

◯ Non-binary

◯ I prefer not to answer

23. If you have any final thoughts, please add them here.

* 24. Would you agree to be contacted to talk in more depth about your experience to one of the evaluators? If so, please add your WhatsApp or mobile number with the international country code. Thank you.

◯ No

◯ Yes, please add your number here

5. List of stakeholders interviewed.

Affiliation	Female	Male	Country
UNITAR	2	2	Switzerland
Donor	1	0	Germany
EMPABB	0	5	Mali
International Actors		6	Various countries
Trainers	5	27	Mali
Local Actors	0	6	Mali

6. List of Documents consulted

- Log frames of the project document and its amendments
- The financial reports – both interim reports
- Training materials received during the field mission
- Agendas for trainings
- DPPA's Mission report of needs assessment
- Analysis of Electoral Tasks needed in Mali
- Certification table for trainers
- PTPU UNITAR toolbox
- Criminal procedure code 1962
- The Electoral law and elections calendar (CC MINUSMA 2021)
- Decree gendarmeries 2019
- Decree national guard 1994 and 2019
- Decree police 2004
- Code Penal
- UNITAR's strategic framework
- EMPABB's website and training lists
- Listings for trainers and master trainers
- JMAC reports
- Presidential elections assessment for Bamako
- Joint mission reports by the MINUSMA on elections in Kigali and the critical role of the Adagh Council
- Independent evaluation reports of the sustaining peace in Mali and the Sahel region through strengthening peacekeeping training capacities project (phase ii) and phase III.
- Presentation CECOGEC
- Presentation DGPC (civil protection)
- Sitreps
- MPS Election training manual
- PPT on sensibilization of Malian Forces on elections
- Public Order book manual
- Role of Police Manual during elections
- UNPOL training materials on elections.
- Various media clips on the elections and the latest referendum.
- Conflict analysis reports from ACLED.