Independent Evaluation – Management Response

(Note: This form is to be included in the final report.)

Name of programme/office/unit:	Peacekeeping Training Programme Unit		
Name of programme manager	Evariste Karambizi		
Name of project undertaking	Strengthening Operational Capacities of Police Contributing Countries project	ID	TARPT063, TARPT058
Name of evaluation	Independent Evaluation of the Stregnthening Operational Capacities of Policy Contributing Countries Project, 2020-2021 Phase		
Report issuance:	May 2022		

SECTION I – Comments on Findings/ Conclusions
Program takes note of the recommendations and will take appropriate action to address them. On the overall design of the evaluation, Program recommends PRMU to ensure the views / specific needs of the Program are taken into account when defining the objectives and methodology of the evaluation. On the timing of the evaluation, Program reiterates its concerns on the fact that evaluations take place while activities are still ongoing. Also, Program recommends a better coordination on the definition of the timelines, to avoid that evaluation requirements conflict with projects' activities. Finally, on the selection of the evaluation team, Program recommends PRMU to potentially involve the Program in the interview phase of the evaluation team to ensure proper understanding of the domain in which the evaluation will take place – beyond mastery of evaluation methodologies.

Management Response Template – Independent Evaluations

Recommendation	Management Response and Planned Action			
	Accepted **Partially Accepted** **Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status (planned, under implementation, implemented)**
1. **Strengthen planning with and oversight of implementing partners.** (Customize objectives of grants to the requirements and ensure that planned deliverables are achieved according to plan. Strengthen monitoring capacities of implementing partners where such capacities are deficient including through feedback mechanisms.)	**Accepted**	Program will customize objectives of grants and will ensure that planned deliverables are achieved according to the plan. In addition, Program will put in place an internal monitoring mechanism to ensure proper follow up with Partners. Potential support with strengthening IP monitoring capacities will be considered as part of institutional assessments processes.	Costs allocated under project coordination function (TARPT110)	
Comments:				
Recommendation	**Accepted** **Partially accepted** **Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status (planned, under implementation, implemented)**
2. **Plan for and engage in realistic and articulated management of results.** (Independently from donor requirements, ensure future programmes define strong intervention	**Accepted**	Program will review logframe in the view of establish objectives and indicators within UNITAR's mandate, capacity to monitor	Costs allocated under project coordination function (TARPT110)	

logic: objectives and indicators within UNITAR's mandate, capacity to monitor and measure and time bound indicators. Ensure contribution between activities and objectives are clear and direct. Strengthen results-based management capacities through refresher courses to make the most of planning and monitoring tools.)	and measure and time bound indicators. Program will also ensure that all staff members are trained in RBM.		
	Comments:		

Management Response Template – Independent Evaluations

	Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)
3.	**Institutionalize communities of practice and provide knowledge reinforcement tools at management and project levels** (Define topics to monitor (requests, needs, support from other donors, comments on performance, etc.) at the implementation level: support and structure multiple countries with communities of practices in French and English and online access to training materials. Encourage PCC mentoring on issues such as gender mainstreaming or national training for FPUs.)	**Partially accepted**	Before establishing a COP, Program will administer a survey to confirm the relevance for IPs / beneficiaries, and the intent to use it.	Costs allocated under technical advisor function (TARPT110)	
		Comments: Previous Program's experience with COPs were not entirely successful, due to the fact that – following the initial interest – COPs were rapidly abandoned by the intended users.			

	Recommendation	Accepted Partially accepted Rejected	Planned action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)
4.	**Continue to support UNSCR 2242 by expanding pool of female FPU trainers, with more balanced representation among training participants. Track positions to which women are deployed with PCC support, and role models through CoP and after training surveys to build incentives.** (Use existing research on social and cultural barriers as a baseline to project indicators. Continue addressing gender gaps in women training (on operations related matters such as driving, handling weapons) and public speech techniques in male-dominated environments.	**Accepted**	Program will continue efforts to expand pool of female trainers, with more balanced representation among training participants. Program will set up a system to track positions to which women are deployed, and identify role models. Modalities for this action will be discussed with LS team. Program will continue efforts to ensure gender is mainstreamed across all project activities.	Costs allocated under activities (TARPT110)	

	Further build trainers understanding of gender mainstreaming.)	**Comments:**			

	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status (planned, under implementation, implemented)**
5.	**Compile best practices for training participants' and trainers' candidates recruitment** with the long-term objective to contribute to national standards for professional trainers and training centres and a clear exit strategy for UNITAR support.	**Accepted**	Program will compile best practices for training participants' and trainers' candidates recruitment with the long-term objective to contribute to national standards for professional trainers and training centres and a clear exit strategy for UNITAR support.	Costs allocated under project coordination function (TARPT110)	
		Comments:			

	Recommendation	**Accepted Partially accepted Rejected**	**Planned action**	**Budget allocated (if necessary)**	**Status (planned, under implementation, implemented)**
6.	**Continue to include field realities through scenario-based sessions and with the support of local trainers** – IED, ambushes, indirect fire are known as main causes of death for which FPUs' participants are yet little prepared technically and psychologically. **Develop communication with UNPOL in Missions** to align with field priorities and concur to	**Accepted**	Program will continue to include field realities through scenario-based sessions and with the support of local trainers. Program will establish stronger coordination mechanisms with UN Missions to align training with field priorities.	Costs allocated under project coordination function / technical advisor function (TARPT110)	

	Comments:
ongoing coordination efforts requested by the Secretary-General including the review of DPO FPU training package scheduled in 2022.	

Name of Director/Programme Manager	Date	Signature
Evariste Karambizi	**27.05.2022**	**Frank Borchers, Chief of Division for Peace Office in Bonn (OiC)**