

Independent Evaluation – Management Response

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

Name of programme/office/unit:	Division for Peace, Peacekeeping Training Programme Unit		
Name of programme manager	Evariste Karambizi		
Name of project undertaking	Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces	ID	C2022.TARPT107.DEUMFA
Name of evaluation	Independent Evaluation of the “Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces” Project		
Report issuance:	September 2023		

**SECTION I – Comments on Findings/
Conclusions**

Management Response – Independent Evaluation of the “Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces” Project

SECTION II - RECOMMENDATIONS		Management Response and Planned Action				
Recommendation		Accepted Partially Accepted Rejected	Planned action	Budget allocated(if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
1.	<p>1. Consolidate a TOT offer for TPTC and TPF that is cycled and scheduled, covering all UNITAR’s Division for Peace TOT levels (1-3), and agree with the participants and leadership on measures and tools to assess the use and impact of training on learning markers of pre-deployed personnel and performance of deployed personnel.</p> <p>2. Furthermore, work on establishing arrangements with implementing partners to access gender-disaggregated data of results of pre-deployment trainings and peacekeeping missions, emphasizing the critical importance of understanding the impact that donor support through the project has on pre-deployment, deployment and post-deployment phases. To the extent that is possible, consider using Kirkpatrick’s 4-levels of evaluation to trace and connect performance of peacekeepers to the quality of training and training practices applied by instructors participating in TOTs.</p>	<p>1. Partially accepted 2. Rejected</p>	Discussions with TPTC and TPF leadership to agree on the possibility of consolidating a TOT offer.	Funds allocated for coordination in 2023 project phase.		
		<p>Comments:</p> <ol style="list-style-type: none"> While the program fully agrees with the importance of consolidating a TOT offer for TPTC and TPF, there are significant challenges related to the availability of trained staff due to rotations and mutation of responsibilities. The program will discuss with TPTC / TPF leadership and revert with a plan. The current system does not allow for the sharing of information among actors operating at pre-deployment level, deployment level and post-deployment. This is a highly sensitive topic that is being discussed in New York and a report has been commissioned on the subject. Until the report is made public, the program is not in the position to take any formal action. 				

Management Response – Independent Evaluation of the “Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces” Project

Recommendation	Accepted Partially Accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
<p>2. Strengthen information management systems and monitoring and reporting practices. The evaluator highly recommends that in conjunction with the findings and recommendations from the institutional assessment, UNITAR places greater emphasis on the ways in which results are assessed, strengthening TPTC’s accountability as an implementing partner in terms of financial and results management and reporting. Also, to the extent possible, encourage greater transparency on aspects like participant’s information, and overall information sharing that also enables UNITAR to enhance its assessment on project performance and impact.</p>	<p>1. Accepted</p>	<p>The recommendation will be implemented as part of the institutional component of 2023 project.</p>	<p>Funds allocated for 2023 project.</p>		
<p>In line with this recommendation, the evaluator also recommends that the Division for Peace assess current staff capacity and systems in place for training assessment and information management, focusing on establishing an “evaluative mindset” across stages of projects, with increased and enhanced internal learning and evaluation moments, and clear definition of accountability mechanisms and roles to ensure that data is coherent and reliable across all reporting mechanisms (reports, log frame, beneficiary reporting, etc.). On this point, it is also important that UNITAR establishes an impact goal for projects, even if not requested by donors, so that the longer-term effects of interventions and changes that can be</p>	<p>Comments:</p>				

Management Response – Independent Evaluation of the “Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces” Project

	attributed to the interventions can be measured if needed or desired.					
Recommendation		Accepted Partially Accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
3.	Continue to apply and refine the Institutional Assessment Framework package and work towards developing a descriptive narrative of the 156 criteria established for all six areas of measurement. Furthermore, develop a clear measurement system in place to understand where change is achieved, with an adaptive, human-centered and reflective iterative approach. Also, consider developing a “lite” version of the framework to assess institutional capacity when the availability of time and funding resources is limited.	Accepted	The recommendation will be implemented as part of the institutional component of 2023 project.	Funds allocated for 2023 project.		
		Comments:				

Recommendation		Accepted Partially Accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
4.	Conduct a localized, context-sensitive, gender analysis in agreement and collaboration with the MODANS and TPDF and use it to develop a gender-transformative pedagogy to address barriers to effective and meaningful participation of women in PKO and missions. Bring male and female UP to the process from across roles and institutional areas.	Accepted	The recommendation will be implemented as part of the institutional component of 2023 project.	Funds allocated for 2023 project.		
Comments:						
Recommendation		Accepted Partially Accepted Rejected	Planned action	Budget allocated (if necessary)	Status 6 months (planned, under implementation, implemented)	Status one year (planned, under implementation, implemented)
5.	Avoid segmented, non-traceable and disconnected action across stakeholders by strengthening accountability and reporting	Accepted	The recommendation will be implemented as part of 2023 project management.			

	<p>mechanisms in place, joint monitoring and ensuring from design that interlinked action and coherence with project's overall objective are clearly identified across and between IPs. Cases like the ones with RECSA and EASF, where there was evidenced limited accountability, scarce reporting, or no reporting (EASF) on the side of IPs, makes this recommendation critical to avoid gaps in efficient and effective use of funding in future opportunities.</p>	<p>Comments:</p>
--	--	-------------------------

Name of Director/Programme Manager	Date	Signature
<p>Evariste Karambizi, Director, Division for Peace</p>	<p>02.11.2023</p>	