

PROJECT INDEPENDENT EVALUATION – MANAGEMENT RESPONSE

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

Instructions for completing this form: Section I provides you the opportunity to insert overall comments. Section II must be filled in for each recommendation addressed to your unit. For accepted or partially accepted recommendations, please also indicate the planned actions to implement the recommendation, responsible person/team, timeframe, information source, budget allocated and status at the moment of completion / update of this management response. Section III will only be filled in after 6 months and one year of PPME receiving this management response.

Name of programme/office/unit:	Peacekeeping Training Programme (PTP)		
Name of programme manager and title:	Evariste Karambizi, Director, Division for Peace		
Name of project undertaking:	Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region	Project ID	C2023.TARPT138.DEUMFA
Donor:	German Federal Foreign Office		
Name of evaluation:	Independent Evaluation of the “Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region” project		
Evaluation Report issuance date:	February 2025		

SECTION I – MANAGEMENT COMMENTS ON FINDINGS / CONCLUSIONS

The evaluation result and the findings show the limitations during the implementation of the project, respectively the limited volume of potential training participants. There is a high demand, but only limited availability of training seats. Whereas the recommendations are ambitious, their implementation is very much depending on the availability of funding and respective experts, but also at the priorities (politically and financially) of the donor community.

SECTION II – EVALUATION RECOMMENDATIONS

Management Response to Recommendations and Planned Action

Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action					
			Key action (s)	Responsible	Timeframe (to be implemented by)	Information Source (link, document or any other evidence for future verification of planned actions)	Budget allocated (if necessary, otherwise specify "n/a")	Status at the time of completing the MR (planned or under implementation)
	In this column, write the response for each of the recommendations either: Accepted, Partially Accepted or Rejected	Write in this column any comments explaining why the recommendation was rejected or partially accepted, or add context to the selection in the previous column	Describe the specific action(s) planned for implementing the recommendation. Remember that actions should be specific and measurable (tasks).	Indicate the responsible person(s) or team to implement this recommendation	Indicate the (estimated) time required for implementing this recommendation by providing month and year of finalization of implementation	Indicate any information that can be used for following up on the implementation of this recommendation	Specify any human or financial resources that implementing the recommendation will require. If any budget is required, specify the amount here	Status of recommendation implementation at the moment of completing the MR, either planned or under implementation
<p>Recommendation 1:</p> <p>On training relevance (short term) UNITAR in collaboration with its partners should provide and regularly update training in topics that were found relevant to participants' needs and in line with global security trends and regulatory frameworks. These could include:</p> <p>a) Increase cybersecurity training, as this area is critical for ports to meet evolving technological requirements. There is the need for more comprehensive coverage of this training to ensure ports preparedness to address emerging cyber threats effectively.</p> <p>b) Address the issue of IUU fishing by providing operational training for inspectors, as well as training for regulators and</p>	Partially Accepted	UNITAR acknowledges the importance of addressing the issue of IUU fishing, if possible, in a training course. Cybersecurity has already been the focus of training courses; a potential increase of or an advanced level training course depends on funding and the availability of experts, among other factors. Likewise, it is crucial to keep in mind the priorities of the donor.	<p>The project team will take the following actions:</p> <ul style="list-style-type: none"> • Discuss priorities of and with donor to see in how far updates concerning the recommended training are feasible • Discuss priorities of and with implementing partner to see in how far updates concerning the recommended training are feasible 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	December 2025	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> • E-mail exchange with the donor • E-mail exchange with the implementing partner 	n/a No funding for 2025 available yet.	planned

cooperatives.									
<p>Recommendation 2:</p> <p>On training coherence (medium term)</p> <p>UNITAR and its partners should enhance coordination with other organizations implementing training on maritime safety and security in the region through the establishment of communication channels or any other collaborative initiatives. This approach will promote information sharing, harmonize activities, and minimize duplication of efforts, thereby enhancing the efficiency and impact of training programmes. This could include enhancing coordination with other EU-funded projects as part of the recently agreed project on maritime security in the GoG.</p>	Accepted		<p>The project team will take the following actions:</p> <ul style="list-style-type: none"> • Seek coordination with partners, such as the Interregional Coordination Center (ICC), across the wider Gulf of Guinea region • Identify other maritime initiatives in the region which are up- and coming by other (regional and international) stakeholders to discuss potential ways of collaboration • Enhance the coordination with the EU in collaboration with the project "Safe Seas for Africa" 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	December 2026	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> • Meetings with ICC • Meetings with other stakeholders such as the International Maritime Organization (IMO), the United Nations Office on Drugs and Crime (UNODC) or European Union (EU) and its member states 	n/a	<p>No funds available through the origin donor (Germany MFA) for 2025</p> <p>However, the cooperation and coordination with other organizations like the EU, through its delegations in the region, IMO and UNODC will be anticipated already through the EU funded project TARPT181</p>	Under implementation
<p>Recommendation 3:</p> <p>On strengthening local and regional institutional capacities and collaboration (medium to long term)</p> <p>UNITAR with support from its partners should encourage and strengthen efforts at promoting collaboration, the exchange of good practices, and sustainable impact among stakeholders from ports across the region and engage in joint initiatives such as ToT. This can include:</p> <p>a) Develop and implement a</p>	Partially Accepted	<p>UNITAR acknowledges the importance of strengthening collaboration and sustainably impacting stakeholders from ports across the region. The creation of a pool of experts and trainers is generally a good idea but ultimately depends on the availability of the respective experts and trainers. The expansion of training programs to operational personnel, however, is very ambitious. It requires prior successful training of management and senior personnel of ports to allow for a structured and impactful top-down approach.</p>	<p>The project team will take the following actions:</p> <ul style="list-style-type: none"> • Support implementing partners in the creation of an expert pool • Review the current reach of training programs and explore opportunities to eventually increase the reach regarding targeted audiences 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	December 2026	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> • Share names of experts in case expert pool is developed • Training reports, including possible recommendations on expanding the target audience 	n/a	<p>No funding for 2025 available yet.</p>	planned

<p>dedicated programme to certify trainers and establish a robust pool of specialized regional experts in port security and safety, focusing on fostering local expertise, addressing immediate training needs, ensuring timely delivery of sessions, and reducing dependency on external experts. Additionally, prioritize the rescheduling and expansion of the ToT programme and the frequency of training sessions to build long-term regional expertise and cultivate true specialists across various fields in port security.</p> <p>b) Expand training programmes to include operational personnel, such as dockworkers and stevedores in the long-term to strengthen their skills and broaden the programme's overall impact after the initial focus on management and mid-level.</p>								
<p>Recommendation 4:</p> <p>On gender (medium to long term)</p> <p>UNITAR with support from its partners should promote gender inclusion by implementing targeted outreach strategies, beyond the selection criteria, and introducing strategies or mechanisms to encourage greater</p>	<p>Accepted</p>		<p>The project team will take the following actions:</p> <ul style="list-style-type: none"> • Support implementing partners in the creation of a dedicated training course for women • Support implementing partners in the organization of training courses with a focus on developing specific content on maritime safety and women 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	<p>December 2026</p>	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> • Report on creation of dedicated training course for women • Report on training courses with a focus on developing specific 	<p>n/a</p> <p>No funding for 2025 available yet.</p>	<p>planned</p>

<p>participation of women in future training programmes. This could include the organization of dedicated trainings for women as well as developing specific content on maritime safety and women, and/or looking for collaboration with maritime specific organizations such as the Women's International Shipping & Trading Association (WISTA)</p>						<p>content on maritime safety and women</p>		
<p>Recommendation 5:</p> <p>On competency framework and participants' skill sets (short term)</p> <p>UNITAR with support from its partners should create a competency framework and establish or strengthen tiered training levels (e.g. beginner, intermediate, advanced) to effectively address the diverse skill sets of participants accompanied by a refined selection criteria to ensure participants meet the required baseline knowledge and are better suited for the training. Ideally, the selection criteria would be more efficient if supported by a pre-training questionnaire to assess participants' level of expertise. This could complement the already existing distinction between Level one and two training.</p>	<p>Partially Accepted</p>	<p>UNITAR acknowledges the importance of competency frameworks and the establishment/strengthening of tiered training levels. However, UNITAR has little influence on the existence of tiered training levels because this ultimately depends on the availability of experts and the demand for such courses. The same applies to pre-training questionnaires.</p>	<p>The project team and also the implementing partner will take the following actions:</p> <ul style="list-style-type: none"> Align existing training modules with the competency framework and develop new content where necessary Support implementing partner in the creation and testing of a pre-training questionnaire to assess participant expertise before training 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	<p>December 2025 for the pre-training questionnaire</p>	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> Development of competency framework Implementation of pre-training questionnaire 	<p>n/a</p> <p>No funding for 2025 available yet.</p>	<p>planned</p>

<p>Recommendation 6:</p> <p>On learning reinforcement (in the medium to long term)</p> <p>UNITAR should establish a comprehensive capacity-building framework in future phases, including follow-up training sessions, refresher courses and online modules to sustain competencies developed during the project. Coaching should be considered as a more long-term objective. This could include establishing a continuous learning and adaptation framework to address the rapidly evolving nature of port security and ensure stakeholders maintain a high level of readiness. UNITAR could establish a continuous learning and adaptation framework by developing e-learning platforms, organizing periodic refresher courses, providing on-the-job coaching, and conducting simulation exercises. These activities would help stakeholders stay updated on evolving port security challenges and maintain high levels of readiness. However, it is important to acknowledge that while UNITAR has significant capacity to act, the scope of its efforts is ultimately influenced by the availability of funding and</p>	<p>Partially accepted</p>	<p>While the reinforcement of e-learning modules/online-learning opportunities is clearly an important building stone of education in general, it is also very much depending on the availability of funds.</p>	<p>The project team will take the following actions:</p> <ul style="list-style-type: none"> • Support the establishment of a continuous learning and adaptation framework • Assist in the implementation of periodic refresher courses and simulation exercises 	<p>Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn</p> <p>Sascha Weh, Chief of Division for Peace Office in Brussels</p>	<p>Dec 2026</p>	<p>The following information will indicate the follow-ups on the implementation of this recommendation:</p> <ul style="list-style-type: none"> • Usage metrics of e-learning platform • Number of refresher courses and simulation exercises conducted annually 	<p>n/a</p> <p>No funding for 2025 available yet.</p>	<p>planned</p>
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the priorities established by the donor.								
Recommendation 7: On results frameworks, monitoring and follow-up mechanisms (short term) UNITAR should ensure implementing partner alignment with UNITAR's Certification Policy (e.g. awarding certificates of completion when objective knowledge assessments are successfully deployed) and work to strengthen the partner's evaluation practices (e.g. by aligning level 1 and introducing level 2 and 3 Kirkpatrick Training Evaluation), improve the formulation and tracking of outcome indicators, introduce participant monitoring tools to track progress, identify areas for improvement, and measure long-term impact.	Accepted		The project team will take the following actions: <ul style="list-style-type: none"> • Ensure implementing partner alignment with UNITAR's certification policy • Implement Kirkpatrick Level 2 & 3 Evaluation and Participant Monitoring tools 	Frank Borchers, Head of UNITAR Bonn Office and Chief, Division for Peace Office in Bonn Sascha Weh, Chief of Division for Peace Office in Brussels	December 2025	The following information will indicate the follow-ups on the implementation of this recommendation: <ul style="list-style-type: none"> • Certification compliance data • Evaluation implementation status 	n/a No funding for 2025 available yet.	planned

Name of Director/Programme Manager	Date	Signature
Evariste Karambizi, Director, Division for Peace	12 Mar 2025	Frank Borchers Head of UNITAR Bonn Office Chief, Division for Peace Office in Bonn OiC, Division for Peace and PTPU on behalf of Evariste Karambizi Director, Division for Peace

Name of Project Manager	Date	Signature
Frank Borchers Head of UNITAR Bonn Office Chief, Division for Peace Office in Bonn	12 Mar 2025	

SECTION III – FOLLOW-UP / TRACKING

Management Response to Recommendations and Planned Action Follow- up							
Recommendation	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action				
			Key action (s)	Status 6 months (planned, under implementation, implemented)	Comments	Status one year (planned, under implementation, implemented)	Comments
	This column will be completed by PPME	This column will be completed by PPME	This column will be completed by PPME	This column will be completed after six months only	Write in this column any comments explaining, giving context or details on the actual status of the planned action	This column will be completed after one year only	Write in this column any comments explaining, giving context or details on the actual status of the planned action
<p>Recommendation 1:</p> <p>High priority</p> <p>UNITAR should deepen engagement with T/PCCC on the role that health plays in the safety, wellbeing and missions' performance of peacekeepers.</p> <p>Organize training with the same group of beneficiary countries and implementing partners to deepen awareness, knowledge and skills acquired and benefit other health professionals.</p> <p>Expand training to other groups of T/PCC ranking among the most vulnerable to fatalities. A future phase may further target the most vulnerable groups, e.g., according to DPO statistics local staff are the most vulnerable to illness while the Military are the most vulnerable to malicious acts and accidents. T/PCC</p>							

<p>interest may be checked in confidentially sharing causes of death and injury for deployed nationals so to analyse trends and target training even better, for example by confirming DPO statistics with the TPCC. Whenever possible UNITAR may seek to engage with T/PCC that officially commit troops and contingents (e.g., Kenya to Haiti) to increase the likelihood learning will be soon applied in the field. This recommendation focuses on building a new narrative around mission performance, promoting comprehensive approach and awareness about the impact of pre-deployment preparation.</p>							
<p>Recommendation 2:</p> <p>High priority</p> <p>UNITAR should continue and intensify efforts to raise health professionals' awareness on gender sensitive needs in peacekeeping environments.</p> <p>Pursue efforts to illustrate differentiated gender health and mental health experiences in peacekeeping settings and consequences on medical management. Continue to convey information about the right to intimacy and deconstruct stereotypes. Establish the link between taking gender needs into account and the attractiveness of recruitment to women (e.g., link to Canada research on</p>							

<p>barriers and good practices to support peacekeepers with caring responsibilities). Maintain and illustrate the modules on sexual and reproductive rights and sexual orientation, another taboo with mental health consequences on mission. Explore the relevance of dedicated modules with the donor and implications on training duration and time management.</p>							
<p>Recommendation 3:</p> <p>High priority</p> <p>UNITAR should strengthen its stocktaking of existing medical equipment within T/PCCs to better define needs.</p> <p>Strengthen inventory stocktaking of equipment of the host facility to better establish how UNITAR can complement and bridge equipment gaps during and after training (including practical exercises) so as to obtain a precise list for material support that IP FNR recommendations do not reflect, except for Kenya APS. Follow-up with recipients on the use of equipment.</p>							
<p>Recommendation 4:</p> <p>High priority</p> <p>UNITAR should mainstream the mobile App (or other learning reinforcement tools) in the training. The future deployment of the App should define use and users to differentiate it from other Apps.</p> <p>UNITAR should clarify if the App aims to support training</p>							

<p>and learning or to address on-the-spot emergencies. Depending on the dissemination strategy adopted, layout could display a more intuitive table of contents, with a search option, reduced length of text and increased visuals.</p>							
<p>Recommendation 5: Medium-term priority</p> <p>UNITAR should either reformulate intermediate outcomes/ indicators or ensure that those that are formulated are supported with data to enable measurement and monitoring of progress towards defined targets. Considering the formulation of the project's intermediate outcome (enhanced physical and mental well-being of male and female military and police personnel deployed to the four high-risks missions) and considering the void in data on the impact of mental health in peacekeeping mission performance, either include questions on mental health in pre-training questionnaires to collect internal baseline information and inform targets (respecting anonymity of respondents and the principle of do no harm), or reformulate intermediate outcomes/indicators related to MHPSS that can be realistically measured.</p>							

Name of Director/Programme Manager	Date	Signature
Name of Project Manager	Date	Signature

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