

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	Supporting the Yearly Training Programme of the Ecole de Maintien de la Paix	ID	C2022.TARPT109.DEUMFA
Name of evaluation	Independent Evaluation of the Yearly Training Programme of the Ecole de Maintien de la Paix Project		
Report issuance:	13 December 2023		

SECTION I – Comments on Findings/ Conclusions
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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.	Continue to strengthen EMPABB's pool of trainers. With the support of UNITAR and external donors, EMPABB should focus on increasing the number of trainers to meet the growing demand for training. Efforts should also be made to ensure gender inclusivity and diversify the trainers' backgrounds, drawing from various national security forces. This will contribute to a more comprehensive and effective training programme at EMPABB.	Partially accepted	Inclusion in the next project proposal.	From new project.		
		Comments: At the time this response is drafted, it is not clear whether the support to EMPABB will continue in 2024. This is due to the specific political situation in the country and the disengagement from both donors and United Nations. In case the support is renewed, the recommendation will be considered.				
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)
2.	Address the organisational gaps within EMPABB to strengthen collaboration and establish a collaborative process involving EMPABB directors. The evaluation's findings highlighted the need for improvements in managing training data, maintaining data sets, and enhancing cross-department coordination and collaboration. Recognizing that EMPABB has already taken steps to diversify its revenue, the focus should primarily be on addressing the identified organisational challenges to ensure	Partially accepted	Inclusion in the next project proposal.	From new project.		
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	smooth operations and efficient data management within EMPABB.					
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.	Refine the definition of outcomes and indicators, including the integration of qualitative indicators (e.g. based on a narrative assessment) together with quantitative metrics, in the project’s monitoring and evaluation framework. This inclusion will enable a more comprehensive evaluation on the usefulness and impact of training. The indicators and outcomes should be carefully crafted to ensure they are measurable, realistic and achievable. ¹ Furthermore, the development of monitoring tools based on these indicators will allow the project management team to review, manage, learn and make necessary adjustments, going beyond mere reporting requirements. This approach will provide a holistic understanding of the achieved outcomes and facilitate continuous improvement.	Partially accepted	Inclusion in the next project proposal.	From new project.		
		<p>Comments: At the time this response is drafted, it is not clear whether the support to EMPABB will continue in 2024. This is due to the specific political situation in the country and the disengagement from both donors and United Nations. In case the support is renewed, the recommendation will be considered.</p>				

¹ Qualitative indicators to complement the quantitative indicated in the log frame and include elements of increased confidence in delivering training, attitudinal shifts, knowledge sharing and mentoring, increased communication skills. See e.g. [one.oecd.org/document/DCD\(2023\)17/en/pdf](https://one.oecd.org/document/DCD(2023)17/en/pdf)

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.	Further promote gender integration and advance the WPS agenda. (See report for suggested areas that could be considered by Programme Management.)	Partially accepted	Inclusion in the next project proposal.	From new project.		
Comments: At the time this response is drafted, it is not clear whether the support to EMPABB will continue in 2024. This is due to the specific political situation in the country and the disengagement from both donors and United Nations. In case the support is renewed, the recommendation will be considered.						
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.	Communicate actively and regularly with other inter-national organisations work-ing in the field of peace-keeping and capacity build-ing in Mali and in the Sahel. (See report for suggested areas that could be considered by Programme Management.)	Partially accepted	Inclusion in the next project proposal.	From new project.		
Comments: At the time this response is drafted, it is not clear whether the support to EMPABB will continue in 2024. This is due to the specific political situation in the country and the disengagement from both donors and United Nations. In case the support is renewed, the recommendation will be considered.						

Name of Director/Programme Manager	Date	Signature
Evariste Karambizi, Director, Division for Peace	08.01.2024	