

**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	Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and the National Guard during Elections	ID	C2021.TARPT083.DEUMF A
Name of evaluation	Independent Evaluation of the “Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and the National Guard during Elections” Project		
Report issuance:	December 2023		

SECTION I – Comments on Findings/ Conclusions
--

--

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

SECTION II - RECOMMENDATIONS						
Recommendation		Management Response and Planned Action				
		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>UNITAR should promote the integration of crisis management guides and technical resources into national security force schools.</p> <p>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.</p>	Accepted	Based on the experience with Malian Security Forces, a project proposal was developed addressing capacity building needs of West African countries who will host elections in the upcoming months. The proposal is currently submitted to various donors for funding.	n/a		
		Comments:				

Management Response – Independent Evaluation of the “Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and the National Guard during Elections” 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)
2.	<p>Focus on developing specialized trainings on crisis management and securitization of elections for senior officers.</p> <p>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.</p>	Accepted	This will be part of the support offered to MS in case the above-mentioned proposal receives financial support from donors.	The development of specialized training for senior officers will be included in the project budget.		
		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)
3.	<p>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.</p> <p>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</p>	Accepted	This will be part of the activities that will be implemented in case the above-mentioned proposal receives financial support from donors.	The review of existing modules will be included in the project budget.		
		Comments:				

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

as others, as well as continue to promote gender equality and the Women, Peace and Security Agenda in training.	
---	--

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.	<p>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.</p> <p>The simulation exercise can also be used to monitor and assess the performance of the participants through adapted testing and evaluation forms.</p>	Accepted	This will be part of the activities that will be implemented in case the above-mentioned proposal receives financial support from donors.	n/a		
		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.	<p>Strengthen communication and dissemination.</p> <p>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</p>	Partially accepted	This will be part of the activities that will be implemented in case the above-mentioned proposal receives financial support from donors. However, any communication and dissemination strategy will need to consider specific security	The development of a communication and dissemination strategy will be included in the project budget.		

	shared and applied by the security forces throughout their operations.		concerns related to crisis management operations.			
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)	
<p>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</p>	Accepted	This will be part of the activities that will be implemented in case the above-mentioned proposal receives financial support from donors.	The establishment of the network will be included in the project budget.			
Comments:						

	<p>trained participants often engage with security forces who have not been exposed to the training.</p>					
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)
7.	<p>UNITAR should build on learnings from this project to inform future elections projects.</p> <p>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.</p>	Accepted	This will be part of the activities that will be implemented in case the above-mentioned proposal receives financial support from donors.	The conduct of preliminary assessments will be included in the project budget.		
<p>Comments:</p>						

Name of Director/Programme Manager	Date	Signature
Evariste Karambizi, Director Division for Peace	22 Jan 2024	Frank Borchers Head UNITAR Bonn Office Chief, Division for Peace Office in Bonn OIC Division for Peace 