



## Management Response

Date of Issue:

Title of Evaluation	Final Project Evaluation "Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law and the Prevention of Terrorism"
Date of Final Report	June 2022
Type of Evaluation	(Summative and) Independent Project Evaluation
Responsible Unit	Human Rights and Gender Section/Human Rights Unit
Prepared by (name, position)/date	Human Rights and Gender Section/Human Rights Unit
Cleared by (name, position)/date	Veronic Wright, Chief of Section (former) Cecilia Naddeo, Chief of Section
Entered into EMTT (name, position)/date	TBA

The Human Rights and Gender Section/Human Rights Unit (HRGS/HRU) welcomes the observations offered in the (summative) and independent final project evaluation report. While recommendations are highly appreciated, many of them would not be implemented immediately as the project has effectively concluded for all but one beneficiary State (Iraq). In addition, HRGS/HRU is not seeking to pursue additional programmatic activities in Mali, Cameroon, Nigeria, Jordan, or Tunisia, but will certainly keep the evaluation recommendations in mind when considering additional support in the context of UNOCT's Global Human Rights Programme.

HRGS/HRU notes the emphasis placed by the evaluation to build on the successes of the project, including positively engaging decision-making actors in law enforcement/intelligence, while also highlighting the need to strengthen elements pertaining to governance structure, sustainability of the support provided and coordination with other UN and non-UN agencies active on the ground. Detailed considerations on possible avenues to strengthen gender mainstreaming in the design, implementation and monitoring and evaluation of the project are also well noted. Lessons learned in the context of this multi-State project, including on considering process design from a needs-based perspective, were already incorporated in the development of the successor project "Human Rights and Counter-Terrorism: Capacity-Building Support to Law Enforcement and Intelligence Services in Iraq". HRGS/HRU will endeavour to reflect upon and integrate as relevant the evaluation recommendations in the implementation of the successor project.

<b>Evaluation Recommendation #1: Build on the Successes of the Project</b>		
Accepted? (Yes/Partial/No)	<b>YES</b>	Rationale (if Partial or No): While we welcome the encouragement to either launch a new pilot project aimed at exploring the development of a human rights compliant national counter terrorism strategy and action plan in Cameroon, and/or expand the reach of the Expert Group instituted in the context of the project to the most affected regions of the country, at the moment, HRGS/HRU would not be able to continue the provision of support to Cameroon under the project which has been completed. HRGS/HRU will consider this recommendation when

		developing additional programmatic activities under its Global Human Rights Programme, as appropriate.		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
High	S	N/A	HRGS/HRU	N/A
<b>Key Actions</b>		Tracking		
		Status (no action, initiated, ongoing, completed, no due date)	Comments	
1.1. Consider extending the project site in Cameroon so that the national Expert Group can extend the training to beneficiaries in the most relevant geographic areas of the country that were left out.		No action	Project ended for Cameroon. Implementation of recommendations will require funding/initiation of second phase of the project for Cameroon.	
1.2. Additionally, these professionals from decision-making state agencies and systems are keen on and qualified to advocate for the development of a national counter-terrorism strategy and action plan in Cameroon; therefore, this opportunity could be seized to launch a pilot project to analyse, strengthen and promote the country's development of a people-centred, equal normative environment that effectively addresses counter-terrorism.		No action	Project ended for Cameroon. Implementation of recommendations will require funding/initiation of second phase of the project for Cameroon.	
<b>Evaluation Recommendation #2: Build sustainable partnerships with training institutions in the beneficiary countries</b>				
Accepted? (Yes/Partial/No)	YES	Rationale (if Partial or No): In connection with Iraq, this recommendation is accepted. The successor project, which is focused on deepening the support provided to Iraq, will offer many opportunities to engage law enforcement/intelligence agencies in (a) them expanding their training academies/agencies curricula to include human rights-related context, (b) continually assess political will, as well as financial and human resources of training academies, to ensure sustainability of support provided and (c) build capacity of beneficiaries in terms of quality control of the training provided. In connection with Jordan, Tunisia and Cameroon, the project ended and therefore no additional steps are planned on the key actions under this recommendation in the near future.		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
High	S	N/A for Jordan, Tunisia and Cameroon  For Iraq: 2.1 Q4 2023-Q1 2025 2.2 N/A 2.3 Q1 2024-Q1 2025	HRGS/HRU	N/A for Jordan, Tunisia and Cameroon  For Iraq: 2.1 March 2025 2.2. N/A 2.3 March 2025

Key Actions	Tracking	
	Status (no action, initiated, ongoing, completed, no due date)	Comments
2.1 Conduct short-term consultations with beneficiaries in Jordan, Iraq, Tunisia, and Cameroon to ascertain their views on the possibility of nationalizing the delivered training in line with the Global Project's overall objectives. Use this opportunity to assess the political will and financial and human resources of the police academies in the beneficiary country regarding establishing a counterterrorism centre of excellence.	No action for Jordan, Tunisia and Cameroon  Initiated for Iraq	Project ended including funding. Follow-up capacity projects will incorporate these aspects.
2.2. Ensure that the training developed under the Global Project is implemented through a memorandum of understanding, which defines the role of partners in implementing the trainings, plans for sustainability of the programs, and impact evaluations.	No action  To be explored for Iraq	Project ended including funding. Follow-up capacity projects will incorporate these aspects.  On Iraq: The drafting of an MoU will be explored; however, it is observed that negotiating MoUs is generally a time-intensive process and will require UNOCT Senior Leadership engagement.
2.3 Build the capacity of the trainers and their respective training institutions in quality assurance and quality control of the training.	No action  Initiated for Iraq	Project ended including funding. Follow-up capacity projects will incorporate these aspects.

**Evaluation Recommendation #3: Increase the effectiveness of the implementation process of the project**

Accepted? (Yes/Partial/No)	<b>PARTIAL</b>	Rationale (if Partial or No): Consideration will be given to the establishment of a roster of international experts in counterterrorism, gender and prevention of violent extremism (3.2), as well as to adapting other UN agencies' "lump sum" or "global price" contracts for short term experts, in addition to observations pertaining to procurement (3.3). However, procurement using third entities usually has delays and may not be the best way forward.		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
High	Periodic and continuous	3.1 N/A 3.2. Ongoing exercise 3.3. N/A	HRGS/HRU	3.1 N/A 3.2 Gender database is regularly updated. It is not time-bound. 3.3 N/A

		Tracking		
		Status (no action, initiated, ongoing, completed, no due date)	Comments	
<b>Key Actions</b>				
3.1 Minimize unnecessary delays associated with the recruitment and deployment of experts by requesting another UN entity to recruit international or local consultants using UN mutual recognition principles (Mutual Recognition Statement. Business Innovation Group. 2019) as a basis for entering directly into a consultancy agreement without having to perform a separate hiring process or evaluation. The principle of mutual recognition could be considered for accessing the roster of human rights, the rule of law, counterterrorism, experts of UNDP, UNODC, UN Women and other UN agencies.		No action	Project ended including funding. Follow-up capacity projects will incorporate these aspects, as and when relevant.	
3.2 Establish a UNOCT roster of international experts in counter-terrorism, gender, and prevention of violent extremism.		Initiated for UNOCT-wide efforts	HRGS/Gender Unit (GU) maintains a database (not a roster) of gender specialists with dedicated counter-terrorism/prevention of violent extremism expertise.	
3.3. Consider adapting other UN agencies' "lump sum" or "global price" contracts for short-term experts to allow for greater logistics flexibility.		No action	Project ended including funding. Follow-up capacity projects will incorporate these aspects, as and when relevant.	
<b>Evaluation Recommendation #4: Promote gender equity and gender mainstreaming throughout the design and implementation process</b>				
Accepted? (Yes/Partial/No)	YES	Rationale (if Partial or No): Enhancing gender mainstreaming throughout the design and implementation of the successor project in Iraq will be considered as a matter of priority. On Key Action 4.2, it is anticipated that a gender analysis will be integrated into the overarching human rights analysis to be conducted in the successor project, although the conduct of separate/stand-alone gender analysis per different interventions/deliverables could also be considered.		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
High	Periodic and continuous	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 4.1 Q4 2023-Q2 2024 4.2 Q4 2023-Q1 2025	HRGS/HRU/GU	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 4.1 June 2024 4.2 March 2025
<b>Key Actions</b>		Tracking		
		Status (no action, initiated, ongoing, completed, no due date)	Comments	

<p>4.1 Ensure that future training modules take gender analysis and gender considerations into account, as well as the gender-based impacts of counterterrorism measures: analyse gender-related issues relevant to counterterrorism, including the many different roles that may be played by women, including as supporters, facilitators or perpetrators of terrorist acts, and the added value of integrating gender into counterterrorism efforts.</p>	<p>No action for Mali, Cameroon, Nigeria, Jordan and Tunisia.  Initiated for Iraq</p>	<p>Project ended including funding. Follow-up capacity projects will incorporate these aspects.</p>		
<p>4.2 Ensure that each intervention supports at least one gender study within the scope of its implementation. To this end, integrate gender into a human rights analysis of counterterrorism and human rights into a gender analysis of counterterrorism measures to identify the spectrum and nature of rights violations arising in counterterrorism and national security practices. Ensure that these findings are adapted in the training manuals and inform national strategies and action plans on counterterrorism and are part of the results-oriented approach.</p>	<p>No action for Mali, Cameroon, Nigeria, Jordan and Tunisia.  Initiated for Iraq</p>	<p>Project ended including funding. Follow-up capacity projects will incorporate these aspects.</p>		
<p><b>Evaluation Recommendation #5 Consider program design from a needs-based perspective</b></p>				
<p>Accepted? (Yes/Partial/No)</p>	<p>YES</p>	<p>Rationale (if Partial or No): In connection with Iraq, this recommendation is fully accepted. The successor project, which is focused on Iraq, will endeavour to prioritize observed needs and gaps with a view to tailoring the support to be provided. It will also actively involve all national partners in the design, implementation, monitoring and evaluation of the support provided. Expertise would be provided at the appropriate level by (a) hiring of a Senior Consultant to support preparatory phase/launch of the project and (b) hiring of two UNOCT professional staff (with expertise in human rights and programme management, respectively), plus a national officer, and a general staff. The use of modern technologies, plus updating content of the training materials, will also be considered on the basis of the actual needs of beneficiaries. On 5.3, the identification of gaps that could pose obstacles to the effective application of human rights norms principles in the work of the police and national security agencies appears to be beyond the scope of the finalized project and perhaps too ambitious.</p>		
<p>Evaluator Priority (H/L/M)</p>	<p>Evaluator Timeframe (S/M/L)</p>	<p>Target Implementation Date</p>	<p>Responsible Individual</p>	<p>Completion Date</p>
<p>Medium</p>	<p>As necessary during project designs</p>	<p>N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 5.1 through 5.5: Q3 2023 – Q1 2025</p>	<p>HRGS/HRU</p>	<p>N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 5.1 through 5.5: March 2025</p>
<p><b>Key Actions</b></p>		<p>Tracking</p>		
		<p>Status (no action, initiated, ongoing, completed, no due date)</p>	<p>Comments</p>	
<p>5.1 Actively involve national partners in planning and developing an exit strategy that would address the matter of financial and human resources to sustain the training.</p>	<p>Initiated for Iraq</p>	<p>This has been initiated in the follow-up Human Rights Project in Iraq.</p>		

5.2 Prioritise needs and gaps analysis in the participating institution to establish baseline data, bottlenecks and determinants, and then design a training program covering the particular target areas.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.		
5.3 Ensure a comparative analysis of the relevant legislation, regulations, and standards of practice to identify possible gaps that could prevent the effective application of human rights norms principles in the work of police and national security agencies.	Initiated for Iraq	This aspect would be, to the extent relevant, undertaken in the follow-up Human Rights Project in Iraq.		
5.4 Improve the quality of strategic studies and research by procuring the expertise of a qualified team of national and international experts, where a senior international expert leads the process, thereby building the capacity of local experts in data collection, research technics in CT.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.		
5.5 Promote the use of modern technology, such as video lessons and digital libraries, to sustaining the programme's outputs, and make necessary updates to the subjects concerning the legal frameworks (reforms), new topics, etc.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.		
<b>Evaluation Recommendation #6 Strengthen the role of project governance mechanisms and monitoring systems</b>				
Accepted? (Yes/Partial/No)	<b>PARTIAL</b>	Key Actions 6.2. through 6.4 will be fully considered in the context of the successor project focused on Iraq. However, on 6.1., it is noted that it was not feasible to set up a Project Steering Committee for the concluded project, as this would have required specific fund-raising efforts, and that such a Committee will not be instituted for the follow-up project in Iraq, as the project is sufficiently focused to be governed by UNOCT and its implementing partners (the Government of Iraq) and main donor (Canada).		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
Medium	As necessary during project designs	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 6.1 N/A 6.2 Q4 2023 - Q4 2023 6.3 Q3 2023 - Q1 2025 6.4 Q3 2023 - Q1 2025	HRGS/HRU/GU	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 6.1. N/A 6.2 December 2023 6.3. March 2025 6.4 March 2025
<b>Tracking</b>				
<b>Key Actions</b>			Status (no action, initiated, ongoing, completed, no due date)	Comments
6.1 During the design and implementation of future projects, set up a Project Steering Committee to ensure that all activities are adequately monitored and overseen by the national partners.			No action	Project ended including funding. Follow-up capacity projects will incorporate these aspects.

6.2 Ensure that future projects are supported with an adequate project monitoring process, a coherent theory of change, an adequate logical framework with Specific, Measurable, Achievable, Real and Time-bound (SMART) indicators, and a risk mitigation plan.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.		
6.3 Ensure that future interventions align with the UN's gender-responsive and human rights-based counter-terrorism approach, including UNOCT Gender and Evaluation Policy.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.  N.B.: Reference should be to UNOCT Gender Mainstreaming Policy and Action Plan.		
6.4 Develop concrete indicators as part of the Results Framework to assess the gendered impact of States' counter terrorism efforts.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.		
<b>Evaluation Recommendation #7: Strengthen Coherence, Synergies and Complementarities internally and externally</b>				
Accepted? (Yes/Partial/No)	<b>PARTIAL</b>	Rationale (if Partial or No): On Key Action 7.1, while we welcome suggestions on how to strengthen coordination with international and national partners, we note that the mapping of the project cannot feasibly be done on an annual basis as it will require resources that are not available. Also, this exercise will require agreement by and with other agencies. We do agree with Key Action 7.2, and it has formed the basis of the preparatory work leading to the development of the successor project focused on Iraq.		
Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
Medium	As necessary during project designs	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 7.1 Q3 2023 -Q1 2025 7.2 Q3 2023 - Q1 2025	HRGS/HRU	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: 7.1 March 2025 7.2 March 2025
<b>Key Actions</b>		<b>Tracking</b>		
		Status (no action, initiated, ongoing completed, no due date)	Comments	
7.1 Strengthen coordination with international and national partners in the beneficiary countries, conduct an annual mapping of development projects and participate in donor coordination meetings on the relevant topics.		Ongoing for Iraq. (in connection with "strengthening coordination with international and national partners")	The mapping cannot feasibly be done on an annual basis as it will require resources. Also, this exercise will require	



		agreement by and with other agencies.
7.2 Determine areas where the future project can build synergies or complement the UN agencies and other organisations (UNODC, OHCHR, UNDP, OSCE)	Ongoing for Iraq	Consultations with UN Country Team, facilitated by Resident Coordinator, were conducted in the design and development of the successor project focused on Iraq.

**Evaluation Recommendation #8: To maximize the project’s impact, it is imperative to prioritise the exit strategy**

Accepted? (Yes/Partial/No)	<b>YES</b>	Rationale (if Partial or No): Given that the project is now finalized, observations on enhancing communication with beneficiaries and stakeholders, ensuring monitoring with a view to adjust course as needed to attain overarching results, and the development of an exit strategy will be further considered exclusively in the context of the successor project focused on Iraq.
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Evaluator Priority (H/L/M)	Evaluator Timeframe (S/M/L)	Target Implementation Date	Responsible Individual	Completion Date
<b>Medium</b>	N/A	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: Q3 2023 – Q1 2025	HRGS/HRU	N/A for Mali, Cameroon, Nigeria, Jordan and Tunisia  For Iraq: March 2025

**Tracking**

<b>Key Actions</b>	Status (no action, initiated, ongoing, completed, no due date)	Comments
Ensure that beneficiaries and stakeholders understand the UNOCT project’s overarching goal. Because of this, the ToC should be developed in collaboration with the implementation partners so that the roles and responsibilities of beneficiaries and implementing partners are clearly defined and monitored as the project proceeds. In addition, the political will of the partner member states should be monitored beyond the formal agreement and operating budgets to ensure that the human and financial capacities of the project are addressed from the outset.	Initiated for Iraq	This has been initiated in the follow-up Human Rights Project in Iraq.

**Legend:**

CE = Centralized Evaluation IPE = Independent Programme/Project Evaluation SE = Self-Evaluation  
H/L/M = High/Low/Medium S/M/L = Short term/Medium-term/Long-term