Management response template

**UNDP management response template**

**Final evaluation of project TARABOT**  Date: 27 August 2021

Prepared by: Massimo Fusato Position: Chief Technical Specialist PVE Unit/Bureau: UNDP Tunisia

Cleared by: Position: Unit/Bureau:

Input into and update in ERC: Position: Unit/Bureau:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation recommendation 1. Maintain and consolidate the local approach in implementation, building on local knowledge** | | | | |
| **Management response:** while the project aims to have sustainable impact through change at institutional and policy level, it will keep building on evidence-based and context-specific knowledge, including local knowledge, and through the empowerment and engagement of local actors. This will remain a key aspect of Tarabot’s approach during its next phase (2022 – 2025) | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| 1.1 Include engagement of local CSOs and government institutions in new project document | November 2021 | Tarabot team | First draft developed | initiated |
| 1.2 Identify mechanisms to continue working with local CSO while finding ways to also engage large national CSOs with PVE expertise and experience of advocacy | No due date – to be finalised during the project’s next phase (i.e.: June 2022) | Tarabot team | Reflexion ongoing | initiated |
| 1.3 Collaborate with Local Security Committee established by Community Policing initiative | No due date - ongoing | Tarabot team and SSR team | Included in new project document, being piloted already | No due date |
| 1.4 Ensure support to network of CNLCT’s local focal points – coordinate capacity building with Ma’an project/USAID | No due date | Tarabot team | Planning for capacity building started with Ma’an project | Initiated, no due date |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation recommendation 2. Strengthen the multi-stakeholder approach and engage the private sector, security actors and media** | | | | |
| **Management response**: The project will continue engaging the private sector. The second phase of Tarabot will include a more direct engagement of the security sector (the second phase innovates its approach by adding attention to the complementarity of CT and PVE interventions). More will be done to engage the media, although they remain a secondary target of the project. Media engagement will be useful to increase visibility of the CNLCT; improve CNLMCT’s ability to engage civil society; and in order to promote a national debate on social cohesion, trust and tolerance. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 Complete actions relating to outreach to private sector and dissemination of results of study on economic costs of violent extremism | December 2021 | Tarabot team |  | Initiated |
| 2.2 In the project document for second phase of the project, include activities engaging the ministry of Interior | November 2021 | Tarabot team | Ideas already included in the project documents are to be refined in collaboration with CNLCT and Ministry of Interior | Initiated |
| 2.3 Recruit communication officer to ensure more regular media engagement (including by inviting media to project events and sharing knowledge products with media) | November 2021 | Tarabot team |  | Initiated |
| 2.4 Build on lessons to be learned from the Soutna initiative to develop civil society initiatives that promote public debate on social cohesion, trust and tolerance | No due date | Tarabot team |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation recommendation 3. Further explore synergies with other existing actors/projects working on the same theme** | | | | |
| Management response: Tarabot has the ambition of positioning itself as a reference for PVE in Tunisia and it is keen to promote an improvement in coordination and the creation of synergies between different actors. This will be pursued at three levels: with the CNLCT and through the coordinating role they should be encouraged and empowered to play; within UNDP and the UN system; and with other donors and international partners. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Conduct broad consultations ahead of the drafting of the project document for the next phase of the project in order to identify key relevant actors and establish/strengthen relationships/partnerships as necessary | August 2021 | Tarabot Team |  | Completed |
| 3.2 Revise and share the UNDP Tunisia PVE programmatic framework developed by the Tarabot project | December 2021 | Tarabot team |  | Initiated |
| 3.3 Continue participating in G7+ working group meetings | No due date | Tarabot team | Ongoing; the G7+ PVE working group has not been very active in recent months. Its effectiveness is limited but it has strategic value and is the only opportunity for all key international donors to meet and coordinate | No due date |
| 3.4 Continue supporting the UN Office of the Resident Coordinator in the running of the UN PVE Task Force (bringing together different UN agencies working on PVE) | No due date | Tarabot team | The Tarabot team has actively supported the Office of the Resident Coordinator in the management of the Task Force for the past three years | No due date |
| 3.5 Encourage CNLCT to play a coordinating role and promote cooperation between international partners of the CNLCT | No due date | Tarabot team | Established lines of communication with key donors;  Promoted coordination on support to the CNLCT;  Participate in GCERF meetings. | No due date |

\* Status of implementation is tracked electronically in the ERC database.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation recommendation 4. Work with the authorities (national, regional and local governmental actors) to strengthen the role and place of the CNLCT** | | | | |
| **Management response**: Positioning the CNLCT within the Tunisian government at national and local level is a key objective of Tarabot. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 4.1 Support the CNLCT in developing new partnerships with the ministry of interior and ministry of justice; and in extending the collaboration with the ministry of higher education | No due date | Tarabot team |  | Initiated |
| 4.2 Support the strengthening of the network of CNLCT regional focal points | No due date | Tarabot team |  | Initiated |
| 4.3 Develop the collaboration with Local Security Committees | No due date | Tarabot team |  | Initiated |
| 4.4 Continue supporting CNLCT’s institutional communication | No due date | Tarabot team |  | Initiated |
| **Evaluation recommendation 5. Cascade funding for community projects is a potential mechanism to be explored** | | | | |
| **Management response**: A number of recommendations point to the added value of operating at both national and local level. This is a general lesson that is appropriated by the Tarabot team. When it comes to partnerships with civil society, we are committed to finding a mechanism of engagement that will allow us to benefit from collaboration with both local and national organisations. We will consider the cascade funding model as an option. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 Identify mechanisms to continue working with local CSO while finding ways to also engage large national CSOs with PVE expertise and experience of advocacy (same as action 1.2) | No due date – to be finalised during the project’s next phase (i.e.: June 2022) | Tarabot team | Reflexion ongoing. | initiated |
|  |  |  |  |  |
|  |  |  |  |  |
| **Evaluation recommendation 6. further encourage collaboration with the Commission's regional focal points to bring the CNLCT closer to regional and local actors.** | | | | |
| **Management response**: We have already promoted the engagement of different actors in the development and strengthening of this network and will continue engaging with its members to ensure their role gains in meaningfulness and is well coordinated with the national (CNLCT) and local (CLS) levels | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 6.1 Involve the CNLCT regional focal points in the project initiatives with Local Security Committees and civil society organisations | No due date | Tarabot team |  | initiated |
|  |  |  |  |  |
|  |  |  |  |  |
| **Evaluation recommendation 7. Explore an alternative mechanism to collaboration with ANPR, such as working with university research laboratories to capitalise on existing efforts.** | | | | |
| **Management response**: The creation of a new mechanism to support young researchers in collaboration with the Ministry of Higher Education has already been included in draft project document for the next phase of the project | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 7.1 Develop a mechanism to support young researchers/PhD students focussing on PVE to strengthen their competencies, complete their research work, engage with experienced colleagues, and access policy makers in Tunisia. | No due date – to be finalised during the project’s next phase (i.e.: June 2022) | Tarabot team |  | initiated |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Evaluation recommendation 8. Take into account the COVID-19 pandemic for all future programming** | | | | |
| **Management response**: The project team has learned lessons on how to adapt programming to Covid over the past two years and modified approaches and workplans accordingly. The same lessons will be applied to the next phase of the project, assuming that the impact of covid pandemic will remain for the duration of the project. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 8.1 include Covid in the project’s risk matrix and develop mitigation strategies | November 2021 | Tarabot Team |  | initiated |
| 8.2 Build partners’ capacity to communicate remotely | No due date | Tarabot Team |  | initiated |
| 8.3 Reduce number of field deployments for team | No due date | Tarabot Team |  | initiated |
| 8.4 Cap number of physical participants to events | No due date | Tarabot Team |  | initiated |
| 8.5 Take into account priority of socio-economic needs of beneficiaries post-covid | No due date | Tarabot Team |  | initiated |
| **Evaluation recommendation 9. Promoting a culture of youth involvement** | | | | |
| **Management response**: The project will prioritise: a) promotion of constructive dialogue between young people and institutions; b) youth engagement through CSO partners; and c) targeting of young researchers through the project’s initiatives to promote research. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 9.1 Ensure inclusion of young people in activities involving CNLCT, regional focal points, and Local Security Committees. | No due date | Tarabot team |  | No due date |
| 9.2 Building on Tarabot’s work with CSOs and the ongoing Soutna initiative, promote civil society actions that engage and empower young people. | No due date | Tarabot team |  | No due date |
| 9.3 (see action 7.1) Develop a mechanism to support young researchers/PhD students focussing on PVE to strengthen their competencies, complete their research work, engage with experienced colleagues, and access policy makers in Tunisia | No due date – to be finalised during the project’s next phase (i.e.: June 2022) | Tarabot team |  | initiated |
| **Evaluation recommendation 10. Increase national-level interventions leading to structural change in order to ensure more lasting impact.** | | | | |
| **Management response**: Tarabot has the ambition of influencing policy change, starting with the ongoing revision of the national counterterrorism strategy. For next phase of the project Tarabot will aim to develop new partnerships with key ministries and collaborations with national CSOs. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 10.1 Continue supporting the CNLCT in the revision of the national counterterrorism strategy, | November 2021 | Tarabot team |  | initiated |
| 10.2 (see action 4.1) Support the CNLCT in developing new partnerships with the ministry of interior and ministry of justice; and in extending the collaboration with the ministry of higher education | No due date | Tarabot team |  | initiated |
| 10.3 Develop partnerships with national CSOs with relevant PVE expertise and the capacity to advocate constructively and effectively for policy change. (see also actions 1.2 and 5.1) | No due date | Tarabot team |  | initiated |
| **Evaluation recommendation 11 Promote mapping exercises of civil society organisations working in the field** | | | | |
| **Management response**: the project has started coordinating with other projects supporting civil society work on PVE (with funding from EU, USAID and GCERF) and will promote coordination and knowledge sharing. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 11.1 Ensure regular coordination and sharing of knowledge with other PVE civil society initiatives | No due date | Tarabot team |  | initiated |
| 11.2 Support the CNLCT in establishing constructive partnerships with CSOs and effective coordination mechanisms, building on the existing mapping tool available (EU funded). | No due date | Tarabot team |  | initiated |
|  |  |  |  |  |
| **Evaluation recommendation 12. Adapt pilot initiatives to ensure they can be replicated elsewhere and strengthen exchange of knowledge end experience, specifically on gender sensitivity and promotion of human rights** | | | | |
| **Management response**: The project will improve its strong focus on knowledge by increased collaboration and sharing. During the second phase of Tarabot more will be done specifically on gender sensitivity and promotion of human rights. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 12.1 Develop a model of collaboration with Local Security Committees that can be replicated across the country | No due date | Tarabot team |  | Initiated |
| 12.2 Develop collaborations on gender sensitivity for the second phase of the project | No due date | Tarabot team | Activities included in the new project document. Collaborations envisioned with UN Women and DCAF | Initiated |
| 12.3 Develop a specific activity on the promotion of human rights in collaboration with the ministry of interior | No due date | Tarabot team | Activity already identified: development of human rights protocols for the ministry of interior in the implementation of counterterrorism measures (*fichage administratif*) | Initiated |