

Results-Based Management for Peace and Security

- **Brief description of the project**

- Objective of the project

The aim of this project is to broaden and deepen the general knowledge on results-based management (RBM) for UN policing and how to design, develop and measure program success. It is proposed that all Standing Police Capacity (SPC) staff members receive training on RBM basics to better understand and be able to take active part in the identification, development and follow-up of programs and activities, focused on success criteria. The outcome of the exercise should lead to a creative process where such indicators can be identified and transformed into realistic Terms of References (ToR). The ToR should indicate desired outcomes, benchmarks and deliverables that are realistic, achievable and in support of mandate implementation.

- Why is the project required?

In order to secure sustainable and predictable funding for the SPC, the importance of being able to prove and demonstrate its role and relevance is critical. It is no longer sufficient to show how many deployments that have been undertaken, but rather demonstrate evidence-based analysis and data concerning its performance and impact. In essence, the SPC needs to be able to identify, articulate and promulgate how its deployments have supported peacekeeping missions' abilities to implement their mandates. It is also important to ensure that the capabilities and capacities of the SPC corresponds to the needs of peace operations. Given current geopolitical and financial instability, it is very timely to embark on a project that will enhance the qualitative aspect of the SPC deployments, their planning, conduct, monitoring and evaluation. Identifying the most relevant criteria for success is a challenge and needs to be done in close coordination with the Police Division Mission Management and Support Section and the relevant peacekeeping mission.

- What is the expected impact of the project?

By enhancing the overall knowledge on RBM and monitoring, evaluation and learning, the training will serve as a foundation for forming future assignments. It will equip the SPC with better tools to formulate its deliverables in a way that SPC can better show the added value and the high performance of the team deployed.

- **Expected outcomes, outputs and proposed activities**

Outcomes	Outputs	Proposed Activities
<p>Phase I</p> <p>The online course is directly related to Phase II training (see below) and will provide a basis and common level of understanding of basic elements of RBM and how it relates to and can strengthen work in conflict environments</p> <p>Based on the results of the 2-day workshop, a customized course will be developed,</p>	<p>Phase I</p> <p>All SPC staff to attend the online pre-required course and the 2-day face-to-face preparatory workshop.</p>	<p>Phase I</p> <p>First, a self-paced online course is developed: as a pre-requirement for phases II, the course consists of 10-12 hrs. of individual work on Design, Monitoring and Evaluation for Programming in Fragile Environments</p> <p>Second, a preparatory 2-day face-to-face workshop in Brindisi to undertake a joint</p>

<p>which will then be delivered as the main element of the project, here represented by Phase II below</p>		<p>training needs assessment analysis specifically tailored to the requirements of the SPC's stated goals</p>
<p>Phase II</p> <p>The course will provide an understanding of, and boost skills development in, results-based approaches and theories of change, identification of relevant indicators, and the development and implementation of monitoring and evaluation strategies and programmes</p>	<p>Phase II</p> <p>The participants attend a 5-day face-to-face customized standing police capacity-focused version of the annual course on Making the Difference in Peace, Security and Development: Results Based Management and Beyond co-hosted by the Geneva Centre for Security Policy, the Geneva Centre for Security Sector Governance and Small Arms Survey</p>	<p>Phase II</p> <p>In-person course at the SPC Offices in Brindisi, which will address Monitoring, Evaluation and Learning challenges stemming from working in complex environments through the following learning goals:</p> <ol style="list-style-type: none"> 1. design a project or programme using RBM and theories of change 2. plan and implement monitoring, evaluation, accountability and learning frameworks and activities 3. plan and implement an evaluation based on an evaluation matrix 4. manage a project or an annual review based on results and impact 5. resolve problems of demonstrating results, especially for gender related issues 6. understand and work in complex environments
<p>Phase III</p> <p>The aim would be to explore possible challenges in the implementation of the learnings, discuss possible solutions and how the work on results-based programs and activities can be further strengthened</p>	<p>Phase III</p> <p>It is proposed that the participants will attend this third phase of the project <i>online</i>, approximately one month after the conclusion of the main part/second phase of the course</p>	<p>Phase III</p> <p>As a third component of the training, a follow up session (<i>online</i>) with participants and mentors / trainers to identify progress following the main part of the course</p>

- **Implementation timeline**

Five months (cumulatively for the 3 phases).

- **Explain how the project will further the implementation of the A4P+ priorities.**

In line with the relevant commitments, the project will contribute to reinforcing the capacity and the quality of the SPC staff to evaluate their impact vis-à-vis the implementation of the rule of law and security elements of peace agreements and political settlements and the enhancement of protective

environments. It will provide technical advice and assistance to enhance in country operations' partnerships to collaborate with a view to preventing relapse into conflict and sustaining peace.

- **How have gender aspects been included in the design and implementation of the project? How does it help the Department implement its women, peace and security and gender parity commitments?**

The project will take into account region- and country-specific needs of women, men, girls, boys, and vulnerable groups at the design, planning and implementation stages of its operations including field projects/programmes. Because RBM is about designing and planning impactful projects, a gender lens via the implementation of a gender analysis will be undertaken to support any capacity-building activities that are envisaged. The RBM training team has ensured themselves gender parity within their own staffing. The terms of reference for deployments shall contain gender-specific outputs and take into account gender perspectives. Those prerequisites will be part of the RBM methodology.

- **Brief explanation of any risks that the implementation of the project may face and how to mitigate them.**

While the pandemic-related travel restrictions and COVID-prevention protocols will have been significantly eased, if not completely lifted, at the time of the start of the proposed project, the SPC may propose to recalibrate the project activities in event of partial/temporary restrictions during the implementation phase, however it is highly expected that the course be taken in person.

- **Proposed budget**

Item	Brief Description	Total Amount
Personnel	Preparation and delivery from Course co-director / manager and Co-directors/mentors/trainers	\$33,030.00
Travel, accommodation and per diem - Phase I	Europe to Brindisi (Economy) Local transport (home /airport / home)	\$3,750.00
Travel, accommodation and per diem - Phase II	Europe to Brindisi (Economy) Local transport (home /airport / home)	\$9,180.00
Administration	Administration, Covid tests, stationery, communications.	\$4,000.00
Programme Support Costs (13%)		\$6,494.80
Total:		\$56,454.80