

## Draft Terms of Reference

### Independent Evaluation of the Global Network of International Training Centres for Authorities and Leaders (CIFAL Global Network)

#### Background

1. The **United Nations Institute for Training and Research (UNITAR)** is a principal training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. The UNITAR mission is to develop the individual, institutional and organizational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges.
2. Learning outcomes are associated with about two-thirds of the Institute's 500 some events organized annually, with a cumulative outreach to over 56,000 individuals (including 38,000 learners). Approximately three-quarters of beneficiaries from learning-related programming are from developing countries. UNITAR training covers various thematic areas, including activities to support the implementation of the 2030 Agenda for Sustainable Development; multilateral diplomacy; public finance and trade; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; decentralized cooperation; and resilience and disaster risk reduction. UNITAR's areas of work are structured under the pillars of peace, people, planet and prosperity of the 2030 Agenda.
3. Within the framework of the Institute, the CIFAL<sup>1</sup> Global Network of International Training Centres for Authorities and Leaders (in short, the CIFAL Global Network), is an international collaborative network of CIFAL Centres delivering innovative training services and acting as hubs for the exchange of knowledge amongst government officials, the private sector and civil society. Created in 2003, the CIFAL Global Network has grown over the years both in number and geographical coverage; it has also changed its targeted focus from initially serving local actors to its current focus on leaders and authorities. Today, the CIFAL Global Network is composed of 17 CIFAL Centres located in cities across Asia, Africa, Australia, Europe, the Americas and the Caribbean. The list of existing CIFAL Centres (and websites) is annexed.
4. The eradication of poverty and hunger, environmental sustainability, risk reduction of natural disasters and provision of skills required to compete in a global economy, are only a few of the challenges that governments and societies face. The CIFAL Global Network recognizes that there is a crucial need for capacity development in order to address these challenges.
5. UNITAR of the CIFAL Global Network are committed to making a meaningful and impactful contribution towards the implementation of the Agenda 2030, as well as the other major outcomes

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<sup>1</sup> The CIFAL abbreviation is based on the translation of CIFAL in French and Spanish, respectively: Centre international de formation des Autorités et Leaders" and Centro Internacional de Formacion des Autoridades y Lideres.

from 2015, including those of the Sendai (Disaster Risk Reduction) Paris (Climate Change) and Addis Ababa (Financing for Development) conferences.

6. The CIFAL Global Network assists primarily local authorities by providing training and learning opportunities (short to medium-term courses and workshops delivered face-to-face; e-Learning courses; blended courses), as well as by facilitating city-to-city cooperation that leads to the development and implementation of specific actions in support of sustainable development.
7. While working together, the CIFAL Centres address a wide range of issues, including:
  - Urban Governance and Planning;
  - Economic Development;
  - Social Inclusion;
  - Environmental Sustainability;
  - Cross-Cutting.
8. The central purpose of CIFAL training programmes is to develop and strengthen human capacities to better respond to development challenges and to facilitate City to City (C2C) partnerships. CIFAL's trainings provide a platform for dialogue and knowledge transfer on key development related issues. Through knowledge management methodologies, CIFAL Centres provide networking opportunities that lead to collaboration, facilitation of peer to peer learning and exchange of best practices. The CIFAL Global Network has reached more than 70,000 beneficiaries through 500 events since 2013.<sup>2</sup> More than half of the events reaching more than 12,000 learners (or 17 per cent) include learning outcomes; 81 events are recorded as having an objective assessment of learning (see Annex F).<sup>3</sup>
9. Primary beneficiaries are government officials from developing countries that are committed to taking a strategic approach to development. Beneficiaries include:
  - Public officials from national, sub-national and local governments;
  - Academics;
  - Non-governmental organizations;
  - Community-based organizations;
  - Private sector representatives; and
  - International organizations.

### **Purpose of the evaluation**

10. The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, sustainability and impact of the CIFAL Global Network; to identify any problems or challenges that the CIFAL Global Network has encountered; and to issue recommendations, if needed, and lessons to be learned. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to the CIFAL Global Network's improvement and broader organizational learning. The evaluation should not only assess how well the CIFAL Global Network has performed, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful delivery of the CIFAL Global Network's results.

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<sup>2</sup> As recorded in the UNITAR Events Management System.

<sup>3</sup> Data extracted on 31.10.2018 for the timeframe 01.01.2010-31.10.2018.

### Scope of the evaluation

11. The evaluation will cover the period from 1 January 2014 to 31 December 2018 (with a focus on the more recent years) and focus on the CIFAL Global Network's beneficiaries, the extent to which knowledge and skills acquired or developed through the CIFAL Global Network have been applied and have produced changes in the capacities of government authorities and key change agents from local and subnational levels to design and implement innovative solutions to global challenges. Although the scope of the evaluation does not include the first seven years of the CIFAL Global Network (2003 to 2010), the evaluator should take the development of the CIFAL Global Network in its early years into account as background context in framing the evaluation's findings and conclusions.

### Evaluation criteria

12. The evaluation will assess project performance using the following criteria: relevance, effectiveness, efficiency, impact and sustainability.

- *Relevance: Is the CIFAL Global Network reaching its intended users and relevant to the beneficiaries' needs and priorities?*
- *Effectiveness: How effective has the CIFAL Global Network been in delivering results and serving as an instrument for UNITAR to reach out to leaders and authorities?*
- *Efficiency: To what extent has the CIFAL Global Network delivered its results in a cost-effective manner and optimized partnerships with UNITAR and other actors?*
- *Impact: What cumulative and/or long-term effects are expected from the CIFAL Global Network, including contribution towards the intended impact, as well as positive or negative effects, or intended or unintended changes?*
- *Sustainability: To what extent are the CIFAL Global Network's results likely to be sustained in the long term? Is the business model of the CIFAL Global Network sustainable?*

### Principal evaluation questions

13. The following questions are suggested to guide the evaluation:

#### Relevance

- To what extent is the programming and activities under the CIFAL Global Network, aligned with the UNITAR strategic frameworks (2014-2017, and 2018-2021) and the needs and priorities of the CIFAL Global Network's individual and institutional beneficiaries?*
- Are current CIFAL locations balanced according to geographical distribution and strategic needs?*
- How relevant is the CIFAL Global Network to supporting local, national and regional efforts to implement the 2030 Agenda for Sustainable Development and more specifically helping to achieve Goal 12, amongst others?*
- How relevant is the CIFAL Global Network to the broader programming undertaken by UNITAR?*
- To what extent has the CIFAL Global Network been relevant for advancing gender equality and the empowerment of women and meeting the needs of other groups made vulnerable?*

#### Effectiveness

- To what extent has the CIFAL Global Network contributed to sustainable learning and developed the capacity of government authorities, civil society leaders and other targeted stakeholders?*

- g. To what extent has the CIFAL Global Network been successful in supporting CIFAL Centre beneficiaries' in the application of their knowledge and skills with a view to advance sustainable development?*
- h. What factors have influenced the achievement (or non-achievement) of the CIFAL Global Network's objectives?*
- i. How effective has the CityShare methodology been in contributing to sustainable learning and other results?*
- j. To what extent were a human rights-based approach and a gender mainstreaming strategy incorporated in the design and implementation of the CIFAL Global Network and more specifically in the selection of direct and indirect beneficiaries?*
- k. To what extent has the structure of CIFAL Centres including a Board, a Director and an Advisory Committee been effective?*
- l. To what extent have broader knowledge-sharing and other events (e.g. conferences, public lectures, meetings) of the CIFAL Global Network produced results and contributed to raising the visibility of UNITAR and key issues of concern to the CIFAL Global Network?*

### **Efficiency**

- m. To what extent have the CIFAL Global Network's outputs been produced in a cost-efficient manner (e.g. in comparison with alternative approaches)?*
- n. Were the CIFAL Global Network's outputs and objectives achieved on time?*
- o. To what extent has the business plan contributed to the cost-effective delivery?*
- p. To what extent has the collaboration amongst CIFAL Centres been conducive to the functioning of the CIFAL Global Network and achievement of results?*
- q. To what extent has the CIFAL Global Network been leveraged in delivering results in partnership with programming divisions of UNITAR and with external partners, including other UN organizations, regional organizations, NGOs, CSO, businesses, etc?*
- r. How efficient are the management arrangements of the CIFAL Global Network, including the CIFAL Global Network's oversight provided by UNITAR and the annual session of the CIFAL Board of Directors?*

### **Impact**

- s. What observable end-results or organizational changes have occurred from the CIFAL Global Network?*
- t. What real difference has the CIFAL Global Network made in advancing sustainable development and sustainable learning?*

### **Sustainability**

- u. To what extent have the CIFAL Global Network's results endured beyond the implementation of the activities? Has the CIFAL Global Network contributed to better long-term sustainable development?*
- v. What were the major factors which influenced the achievement or non-achievement of sustainability of the CIFAL Global Network?*
- w. How likely is it that enhanced, harmonized and standardized knowledge and skills of government authorities, civil society leaders and other targeted stakeholders in the area of sustainable development is likely to continue beyond the scope of the CIFAL Global Network?*
- x. What is the likelihood that the benefits of the CIFAL Global Network will continue after funding ceases?*
- y. To what extent is the CIFAL Global Network likely to sustain its objectives and successes in the mid- to long-term?*

- z. *To what extent is the CIFAL Global Networks' business model likely to be sustainable for the Centres and for UNITAR?*

### **Project management, quality assurance and self-evaluation**

14. The evaluation will also include an assessment of the quality, application and effectiveness of project management, quality assurance and self-evaluation, including the performance of implementation arrangements and partnerships. In particular, the evaluation will seek to answer the following questions:
- Has UNITAR's management team (Social Development Programme) been effective and efficient in supporting the implementation of the CIFAL Global Network's activities and delivery of results including the promotion of synergies with other parts of UNITAR?*
  - To what extent have the CIFAL Advisory Committees contributed to provide advice and recommendations, assist in the elaboration of the agendas, facilitate networking, assist the Director in preparing documents to be submitted to the Board, Steering Committee or UNITAR Technical Certification Board?*
  - To what extent has the Annual Steering Committee Meeting contributed to ensure coherence and effectiveness within the CIFAL Global Network; review past performance by presenting activity reports and use performance reviews as a learning tool to replicate good practices and share lessons-learned; and discuss work plans for the following year, discuss any relevant issues or concerns, and promote collaboration/synergies among CIFALs and other elements of UNITAR programming?*
  - How effective has the CIFAL Global Network been in coordinating the CIFAL Global Network's activities on the global level and in providing continuous monitoring, assistance and advice?*
  - To what extent have CIFAL Centres adhered to applicable UNITAR policies and standards for the delivery of training and related programming?*

### **Evaluation Approach and Methods**

The evaluation is to be undertaken in accordance with the [UNITAR Monitoring and Evaluation Policy Framework](#) and the [United Nations norms and standards for evaluation](#). The evaluation will be undertaken by a supplier or an international consultant (the "evaluator") under the overall responsibility of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME).

15. In order to maximize utilization of the evaluation, the evaluation shall follow a participatory approach and engage a range of CIFAL Global Network stakeholders in the process, including the Directors and staff of CIFAL Centres, the UNITAR Social Development Programme, donors and other stakeholders. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a stakeholder analysis; surveys; key informant interviews; focus groups; and field visits. These data collection tools are discussed below.
16. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

#### **Data collection methods:**

##### *Comprehensive desk review*

The evaluator will compile, review and analyze background documents and secondary data/information related to the CIFAL Global Network. A list of background documentation for the desk review is included in Annex B.

### *Stakeholder analysis*

The evaluator will identify the different stakeholders involved in the CIFAL Global Network. Key stakeholders at the global level include, but are not limited, to:

- CIFAL Centre Directors;
- CIFAL Board;
- Advisory Committees;
- Host (local) government;
- UNITAR Social Development Programme;
- Partner institutions, including donors and implementing partners;
- Beneficiaries/participants;
- Trainers/facilitators;
- Etc.

### *Survey(s)*

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultants will develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

### *Key informant interviews*

Based on stakeholder identification, the evaluator will identify and interview key informants. The list of global focal points is available in Annex B. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants, either at the global, at the national or local level.

### *Focus groups*

Focus groups should be organized with selected project stakeholders at the global, national and local levels to complement/triangulate findings from other collection tools.

### *Field visit*

A field visit to a sample of CIFAL Centres will be organized and the evaluator shall identify national informants, whom he/she will interview.

### *Identify and interview key informants (national)*

Based on the stakeholder analysis, the evaluator will identify national informants, whom he/she will interview. The list of national focal points is available in Annex C.

## **Gender and human rights**

17. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to



discrimination. All key data collected shall be disaggregated by sex and age grouping and be included in the draft and final evaluation report.

18. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow ethical and professional standards.

#### **Timeframe, work plan, deliverables and review**

19. The proposed timeframe for the evaluation spans from January 2019 (initial desk review and data collection) to April 2019 (submission of final evaluation report). An indicative work plan is provided in the table below.
20. The consultant shall submit a brief evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The Evaluation design/question matrix should indicate any foreseen difficulties or challenges in collecting data and confirm the final timeframe for the completion of the evaluation exercise.
21. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.
22. The draft evaluation report should follow the structure presented under Annex B. The report should state the purpose of the evaluation and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 20-30 pages, excluding annexes.
23. Following the submission of the zero draft, a draft report will then be submitted to the Director of the People Division of UNITAR (and Manager of the Social Development Programme and Director of the CIFAL Global Network) to review and comment on the draft report and provide any additional information using the form provided under Annex C by 15 April 2019. Within one week of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 22 April 2019.

Indicative timeframe: January - April 2019

Activity	January	February	March	April
Evaluator selected and recruited				
Initial data collection, including desk review, stakeholder analysis				
Evaluation design/question matrix				
Data collection and analysis, including survey(s), interviews and focus groups and field visit				
Zero draft report submitted to UNITAR				
Draft evaluation report consulted with UNITAR evaluation manager and submitted to the Director of the CIFAL Global Network				
Director of the CIFAL Global Network reviews draft evaluation report and shares comments and recommendations				
Evaluation report finalized and validated by the Director of the CIFAL Global Network				

#### Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline
Evaluation design/question matrix	Evaluator	Evaluation manager	11 February 2019
Comments on evaluation design/question matrix	Evaluation manager/ CIFAL Global Network Director	Evaluator	18 February 2019
Zero draft report	Evaluator	Evaluation manager	18 March 2019
Comments on zero draft	Evaluation manager	Evaluator	25 March 2019
Draft report	Evaluator	Evaluation manager/ CIFAL Global Network manager	1 April 2019
Comments on draft report	CIFAL Global Network Director	Evaluation manager	15 April 2019
Final report	Evaluation manager	CIFAL Global Network manager	22 April 2019

#### Communication/dissemination of results

24. The final evaluation report shall be written in English. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public.



## Professional requirements

25. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in development or a related discipline. Knowledge and experience of executive type training, including in areas related to sustainable development and leadership
- At least 7 years of professional experience conducting evaluation in the field of capacity building, sustainable learning and sustainable development. Knowledge of United Nations norms and standards for evaluation.
- Technical knowledge of the focal area including the evaluation of learning and sustainable development topics.
- Field work experience in developing countries.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches.
- Excellent writing skills.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in English. French, Spanish are an advantage.

## Contractual arrangements

26. The evaluator will be contracted by UNITAR and will report directly to the Director of the Strategic Planning and Performance Division (SPPD) (and Manager of Planning, Performance Monitoring, and Evaluation Unit) ('evaluation manager'). The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g. accommodation, visas, etc.). The travel arrangements will be in accordance with the UN rules and regulations for consultants.

27. The Director of SPPD reports directly to the Executive Director of UNITAR, and is independent from all programming related management functions at UNITAR. According to UNITAR's Monitoring and Evaluation Policy, PPME formulates annual corporate evaluation plans within the established budgetary appropriations in due consultation with the Executive Director and Management and conducts and/or manages corporate evaluations at the request of the Executive Director and/or programmes and other Institute divisional entities. Moreover, in due consultation with the Executive Director and Management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. In managing mandated, independent project evaluations, PPME may access the expenditure account within the ledger account of the relevant project and raise obligations for expenditure. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

## Evaluator Ethics

28. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project related activities. The selected consultant shall sign and return a copy of the code of conduct under Annex F prior to initiating the assignment.



**unitar**

United Nations Institute for Training and Research

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**Annexes:**

**A: List of CIFAL Centres**

**B: Event data available on the Event Management System from 2013-31.10.2018**

**C: List of documents and data to be reviewed**

**D: List of Network Partners and Contact Points**

**E: Structure of evaluation report**

**F: Audit trail**

**G: Evaluator code of conduct**

## Annex A: List of CIFAL Centres

### CIFAL Atlanta

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**Established:** 2004  
**Host Institution:** Kennesaw State University  
**Director:** Chris Young  
**Tel:** +1 770 448 7387  
**Email:** [Cyoung@ciafalatlanta.org](mailto:Cyoung@ciafalatlanta.org)  
**Website:** [www.cifalatlanta.org](http://www.cifalatlanta.org)



### CIFAL Curitiba

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**Established:** 2003  
**Host Institution:** Federation of Industries of the State of Parana (FIEP)  
**Director:** Jose Fares  
**Tel:** +55 41 3250 1313  
**Email:** [Jose.FARES@unitar.org](mailto:Jose.FARES@unitar.org)  
**Website:** [www.cifalcuritiba.org.br](http://www.cifalcuritiba.org.br)



### CIFAL Jeju

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**Established:** April 2009  
**Host Institution:** International Peace Foundation  
**Director:** Hyun-suk Shin  
**Tel:** +82 64 735 6582  
**Email:** [Hyun-suk.SHIN@unitar.org](mailto:Hyun-suk.SHIN@unitar.org)  
**Website:** [www.cifaljeju.org](http://www.cifaljeju.org)



### CIFAL Plock

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**Established:** 2004  
**Host Institution:** Municipality of Plock  
**Director:** Jacek Terebus  
**Phone:** + 48 24 366 3310  
**Email:** [jacek.terebus@plock.eu](mailto:jacek.terebus@plock.eu)  
**Website:** <http://cifal.pl>



### CIFAL Shanghai

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**Established:** 2004  
**Host Institution:** Regional Cooperation Office for City Informatization (RCOCI)  
**Director:** Genxiang Wang  
**Tel:** +86 21 2402 8100  
**Email:** [gxwang@siecc.org](mailto:gxwang@siecc.org)  
**Website:** [www.cifalshanghai.org](http://www.cifalshanghai.org)



### CIFAL Merida

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**Established:** 2013  
**Host Institution:** Corporacion de Aeropuertos del Surteste de Mexico (ASUR)  
**Director:** Hector Navarrete  
**Tel:** +52 999 940 6090  
**Email:** [Hector.NAVARRETE@unitar.org](mailto:Hector.NAVARRETE@unitar.org)  
**Website:**



### CIFAL Quito

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**Established:** 2014  
**Host Institution:** Gobierno Decentralizado de la Provincia de Pichincha  
**Director:** Renata Lasso  
**Tel:** +593 2 399 4503  
**Email:** [Renata.LASSO@unitar.org](mailto:Renata.LASSO@unitar.org)  
**Website:** [www.unitar.org/dcp/cifal-quito](http://www.unitar.org/dcp/cifal-quito)



### CIFAL Durban

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**Established:** 2014 (Partnership renewed)  
**Host Institution:** E-thekwini Municipality  
**Director:** Mpilo Ngubane



**Tel:** +27 31 322 9010  
**Email:** [Mpilo.Ngubane@durban.gov.za](mailto:Mpilo.Ngubane@durban.gov.za)  
**Website:** [www.mile.org.za](http://www.mile.org.za)

#### CIFAL El Salvador

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**Established:** 2014  
**Host Institution:** Vice-presidency of El Salvador  
**Director:** Carlos Palma  
**Tel:** + 503 7786 0279  
**Email:** [Carlos.PALMA@unitar.org](mailto:Carlos.PALMA@unitar.org)  
**Website:**



#### CIFAL Flanders

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**Established:** 2014  
**Host Institution:** City of Antwerp, AWDC, FVDN, CIBJO  
**Director:** Peter Wollaert  
**Tel:** +32 3 338 67 20  
**Email:** [peter.wollaert@unitar.org](mailto:peter.wollaert@unitar.org)  
**Website:** [www.antwerp-itcco.org](http://www.antwerp-itcco.org)



#### CIFAL Newcastle

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**Established:** 2015  
**Host Institution:** University of Newcastle (UoN)  
**Director:** Graham Brewer  
**Tel:** +61 (02) 4921 5794  
**Email:** [graham.brewer@unitar.org](mailto:graham.brewer@unitar.org)  
**Website:** [www.unitar.org/dcp/cifal-newcastle](http://www.unitar.org/dcp/cifal-newcastle)



### CIFAL Bengaluru

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**Established:** 2016  
**Host Institution:** ACTS Group of Institutions  
**Director:** Anupa Gnanakan  
**Tel:** + 080 25531154  
**Email:** [anupa.gnanakan@unitar.org](mailto:anupa.gnanakan@unitar.org)  
**Website:**



### CIFAL Argentina

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**Established:** 2016  
**Host Institution:** Fundacion Luciernaga  
**Director:** Ruben Saucedo; Javier Soto  
**Tel:** +1 240 490 1612 / +54 9299 405 5566  
**Email:** [ruben.saucedo@cifalargentina.org](mailto:ruben.saucedo@cifalargentina.org)  
[javier.soto@cifalargentina.org](mailto:javier.soto@cifalargentina.org)  
**Website:** [www.cifalargentina.org](http://www.cifalargentina.org)



### CIFAL Philippines

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**Established:** 2016  
**Host Institution:** University of the Philippines (UP)  
**Director:** Edna Co  
**Tel:** +63 2 9293540  
**Email:** [edna.co@unitar.org](mailto:edna.co@unitar.org)  
**Website:** [www.unitar.org/dcp/cifal-philippines](http://www.unitar.org/dcp/cifal-philippines)



### CIFAL Zurich

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**Established:** 2016  
**Host Institution:** InterSoft Suisse AG  
**Director:** Samanda Fernando (Chairman)  
**Tel:** +41 44 542 1122





**Email:** [samanda.fernando@unitar.org](mailto:samanda.fernando@unitar.org)

**Website:** [www.unitar.org/dcp/cifal-zurich](http://www.unitar.org/dcp/cifal-zurich)

**B: Event data available on the Event Management System from 1.1.2013-31.10.2018**

CIFAL Centre	events	Learning events	participants	Learning participants	% of learning related participants	Certificates of Completion
CIFAL Argentina	23	13	4238	777	18%	568
CIFAL Atlanta	50	28	5604	1012	18%	133
CIFAL Bengaluru	5	0	415	0	0%	0
CIFAL Curitiba	84	28	18341	3231	18%	295
CIFAL Durban	10	10	412	412	100%	0
CIFAL El Salvador	1	1	79	79	100%	0
CIFAL Flanders	11	0	3132	0	0%	0
CIFAL Jeju	74	60	4474	1548	35%	316
CIFAL Kuala Lumpur	5	3	502	191	38%	191
CIFAL Madrid	3	1	61	15	25%	0
CIFAL Malaga	14	7	1262	337	27%	180
CIFAL Merida	9	8	1248	875	70%	82
CIFAL Miami	3	1	727	45	6%	25
CIFAL Newcastle	10	7	692	578	84%	0
CIFAL Ouagadougou	11	8	333	242	73%	242
CIFAL Philippines	24	8	3040	263	9%	128
CIFAL Plock	32	9	1789	162	9%	13
CIFAL Quito	18	2	3379	79	2%	0
CIFAL Scotland	33	24	1744	1196	69%	83
CIFAL Shanghai	54	28	15960	649	4%	138
Other	26	15	3747	370	10%	51
<b>ALL</b>	<b>500</b>	<b>261</b>	<b>71179</b>	<b>12061</b>	<b>17%</b>	<b>2445</b>

**Annex C: List of documents/data to be reviewed**

- UNITAR Guidelines on the CIFAL Global Network
- Branding Guidelines of the CIFAL Global Network
- Activity Reports, including audited accounts and budgets
- Legal Agreements with CIFA host-institutions
- Content of *UNITAR* website  
<https://www.unitar.org/dcp/cifal-network/cifal-centres>
- Database of Global CIFAL Global Network events
- Content from events
- Any other document deemed to be useful to the evaluation

**Annex D: List of Global CIFAL network Contact Points (to be completed by Project Management)**

Partners	
Organization	Focal Point

## **Annex E: Structure of evaluation report**

- i. Title page
- ii. Executive summary
- iii. Acronyms and abbreviations
1. Introduction
2. Project description, objectives and development context
3. Theory of change/project design logic
4. Methodology and limitations
5. Evaluation findings based on criteria/principal evaluation questions
6. Conclusions
7. Recommendations
8. Lessons Learned
9. Annexes
  - a. Terms of reference
  - b. Survey/questionnaires deployed
  - c. List of persons interviewed
  - d. List of documents reviewed
  - e. Evaluation question matrix
  - f. Evaluation consultant agreement form

## Annex F: Evaluation Audit Trail Template

*(To be completed by the Global CIFAL Network management to show how the received comments on the draft report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annex in the evaluation report.)*

### To the comments received on **(date)** from the evaluation of the Global CIFAL Network

*The following comments were provided in track changes to the draft evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):*

Author	#	Para No./ comment location	Comment/Feedback on the draft evaluation report	Evaluator response and actions taken



Annex G: Evaluation Consultant Code of Conduct and Agreement Form\*

**The evaluator:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimize demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form<sup>4</sup>**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** \_\_\_\_\_

**Name of Consultancy Organization** (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at place on date

Signature: \_\_\_\_\_

\*This form is required to be signed by each evaluator involved in the evaluation.

<sup>4</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)