

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

Management Response

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February 2020

Geneva, Switzerland

<b>Name of programme/office/unit:</b>	UNITAR Division for People, Social Development Programme		
<b>Name of programme manager</b>	Alex Mejia		
<b>Name of project undertaking</b>	Independent Evaluation of the Global Network of International Training Centres for Authorities and Leaders	<b>AGB #</b>	NA
<b>Name of evaluation</b>	Evaluation		
<b>Date:</b>	03 February 2020		

**SECTION I – Comments on Findings, Conclusions**

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<b>SECTION II - RECOMMENDATIONS</b>		<b>Management Response and Planned Action</b>				
<b>Recommendation</b>		<b>Accepted Partially Accepted Rejected</b>	<b>Planned action</b>	<b>Budget allocated (if necessary)</b>	<b>Status (planned, under implementation, implemented)</b>	<b>Update on status in 2020 (planned, under implementation, implemented)</b>
1.	<b>UNITAR and the CIFAL Global Network</b> should develop a medium-term <b>strategy</b> aligned with UNITAR strategic framework in order to set a direction to the initiative and provide greater clarity to the CIFAL Centres on a shared vision, priorities, geographic scope, intended beneficiaries, and targeting of specific groups (e.g. countries in special situations, nationalities, vulnerable groups). As part of	Accepted	A medium-term strategy will be designed to provide a route map to CIFAL Centres in alignment with UNITAR's strategic framework. A key aspect to address includes: Aligning the areas of work and activities developed by CIFAL Centres around the people, peace, planet and prosperity dimensions of the		Planned. A discussion on this topic took place during the CIFAL Global Network annual steering committee meeting held in November 2019. CIFAL centres Directors provided feedback in terms of the need to review CIFAL mission to ensure that it is	

	<p>the strategy, UNITAR and the CIFAL Global Network should consider designing a Theory of Change and/or a logframe that identifies output and outcome indicators (KPIs) serving to monitor but also advocate the achievements of the CIFAL Global Network. Relevant KPIs should be mainstreamed in UNITAR biennial programme budgets and strategic frameworks in order to share CIFAL objectives and accomplishments across Divisions (including women empowerment, youth, etc.).</p>		<p>Agenda 2030, following UNITAR’s pillars and strategic objectives. This aims to provide a clear linkage between UNITAR and the CIFAL centres.</p> <p>The priorities, geographic scope, and intended beneficiaries are included in the “UNITAR Guidelines for CIFAL Centres”. However, the Guidelines will be updated to reflect the changing nature of the Network and to better reflect the alignment with the Institute.</p> <p>Regarding KPIs, the two main indicators that have been considered so far are results-based indicators such as the number of beneficiaries and number of events. SDP will identify impact indicators that could be used by CIFAL Centres.</p> <p>Also a set of performance measures are being identified to assess the</p>		<p>aligned with top-level organizational strategy, vision and principles.</p>	
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			effectiveness of the Centres and align activities with the Institute's vision and strategy.			
		<b>Management Comments:</b>				
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2.	<b>UNITAR and the CIFAL Global Network</b> should develop and implement a <b>communications</b> plan to coordinate outreach and increase the visibility of the initiative and make the most of a community of tens of thousands former CIFAL beneficiaries.	Accepted	SDP plans to develop a "communication and marketing plan" to bolster the Network's image and further position CIFALs as leaders in knowledge sharing for government officials and business leaders.  Some elements under consideration to include in the plan are: 1) Developing branding elements such as branded merchandise 2) Publicity To help tell the global story, the plan will include actions such as series of briefings with key editorial board members, reporters, news	A SDP team member with communications experience has been tasked to develop a "communications and marketing plan".	Under development	

			producers of local newspapers, magazines, radio and TV shows. In addition, the practice of publishing byline articles, white papers, research and case studies will be emphasized.			
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3.	<b>UNITAR and the CIFAL Global Network</b> should consider developing and implementing a <b>knowledge management</b> plan to codify existing knowledge and procedures and facilitate the onboarding/induction of personnel across the CIFAL Centres, foster networking and mutual support between the CIFAL Centres, and enhance coordination and sharing of knowledge regarding subject matter that may overlap between CIFAL programming and UNITAR division programming.	Accepted	SDP in close collaboration with the CIFAL Network plans to develop a Learning Platform that serves as a repository of training materials that can be used by the Network.  CIFAL Centres will be strongly encouraged to share training materials that could serve other CIFALs to replicate training.  This will also serve as a one-stop shop for UNITAR's divisions to	Budget to be allocated for online learning platform	Planned This proposal was presented during the CIFAL Global Network annual steering committee meeting held in November 2019. CIFAL Centres' Directors welcomed the idea and expressed the need to have this tool available in the working languages of the Network.	

			learn about the work of the CIFAL Centres.			
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4. <b>UNITAR</b> should strengthen the support provided to the CIFAL Centres on <b>resource mobilization</b> and on building <b>partnerships</b> with governments, private sector actors, and the UN system, and increase transparency on the utilisation of CIFAL contribution fees for the services it provides.	Accepted partially	<p>UNITAR plans to support CIFALs by identifying strategies for long-term financial growth.</p> <p>UNITAR plans to continue to approach donors jointly with CIFAL centres in areas of common interest (i.e. Road Safety, Agenda 2030, etc).</p>				
	<p><b>Management Comments:</b></p> <p>The core responsibilities of UNITAR are to supervise, coordinate actions and provide technical support. Although UNITAR can provide support on building partnerships and on resource mobilization, it is not a core function of UNITAR and SDP. Nonetheless, UNITAR's SDP plans to identify strategies for long-term financial growth and to contribute to the sustainability of the Centres.</p> <p>The UNITAR guidelines for the CIFAL Global Network indicates that the Board of each CIFAL is responsible for providing guidance and reviewing the general strategy of the CIFAL concerning fund raising and partnerships.</p> <p>In addition, the partnership agreement between UNITAR and the host institution indicates that the host is responsible for providing the CIFAL Centre with the infrastructure, funding</p>					

		and personnel needed to discharge its functions, as well as to appoint a Director to -among others- mobilize funds for the CIFAL centre.				
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5.	<b>UNITAR</b> should strengthen <b>institutional coordination</b> and coherence with UNITAR Divisions and programme units, the joint sharing of expertise, and partnerships among the centres as well as external entities, including by alleviating some of the current constraints impeding joint work and programmatic collaboration.	Accepted	As an initial action, SDP has requested a working meeting with the Agenda 2030 Unit to explore on how to: 1) Make the content developed by the Unit available to CIFALs to deliver training and act as “knowledge brokers” 2) Identify relevant content developed by some CIFALs that can be of use to the Agenda 2030 Unit		Planned The first working meeting for this purpose will be held 6 February between the Director of the Division for Satellite Analysis and Applied Research and the Division of People, as well as their respective teams.	
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6.	<b>UNITAR</b> should further strengthen the application of	Accepted	Continue to enforce the “Branding Policy for the CIFAL Global Network”		Under implementation. Ongoing	

	<p>relevant <b>policies</b> and guidelines across the network, and ensure that the description and affiliation of the CIFAL centres to UNITAR is consistent across the network.</p>	<p><b>Management Comments:</b></p> <p>The Branding Policy for CIFAL Global Network aims to:</p> <ul style="list-style-type: none"> <li>• Ensure that communication and branding are coherent throughout the CIFAL Global Network.</li> <li>• Position the CIFAL image consistently across regions and in all communications by the Centres.</li> <li>• Foster opportunities for collaboration and development.</li> <li>• Properly reflect the relation between UNITAR and its affiliated training centres, as well as partner institutions.</li> </ul> <p>UNITAR's SDP consistently and continuously enforces the Branding Policy.</p> <p>In 2020, a set of corrective measures will be explored, including limiting the use of the CIFAL trademark- due to non-compliance of the branding policy.</p>				
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7.	<p><b>The CIFAL Global Network</b> should develop <b>signature services</b> being in relation to specific topics -e.g. road safety-, processes -e.g. SDG Voluntary Local Reviews-, or methodologies -e.g. revised CityShare-.</p>	Accepted	<p>UNITAR's SDP will identify those signature programmes/services that set the Network apart from its competition and other similar networks with the aim of developing a core annual offering with global outreach.</p>	<p>SDP member has been commissioned to identify such signature programmes/services</p>	Planned	
		<p><b>Management Comments:</b></p> <p>This action is in line with Action 4: UNITAR's SDP plans to identify strategies for long-term financial growth and to contribute to the sustainability of the Centres.</p>				

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8.	<p><b>The CIFAL Global Network</b> should increase its <b>alignment</b> to the learning programming focus of UNITAR by and increase the proportion of learners to overall beneficiaries, as well as increase outreach to beneficiaries from countries in special situations.</p>	<p>Accepted</p>	<p>UNITAR's SDP will continue to stress the importance of increasing the proportion of learners to overall beneficiaries.</p> <p>In addition, an important effort will be made going forward to improve the way learners are recorded in the UNITAR's EMS despite the constraints imposed by the General Data Protection Regulation that limits the proper recording of learners in the EMS. This should also improve and better reflect the number of learners.</p>		Ongoing	
<b>Management Comments:</b>						