

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

February 2020



This report is a product of the Planning, Performance Monitoring, and Evaluation Unit of UNITAR, and the findings, conclusions and recommendations expressed therein do not necessarily reflect the opinion of the partners of the CGN. The evaluation was conducted by Mr Patrick Breard. The report is issued without formal copy editing.

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Preface

The CIFAL Global Network of International Training Centres for Authorities and Leaders (in short, the CIFAL Global Network or CGN) 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.

Since the first Centre was established in Curitiba, Brazil in 2003, the CIFAL Global Network has grown over the years in number and geographical coverage, with the targeted focus evolving from initially serving local actors to its current focus on leaders and authorities. In 2018, the CGN delivered 128 events, reaching out to some 23,190 participants (representing about one third of UNITAR's overall beneficiary outreach). The network covers various thematic area of programming and contributes to the strategic objectives under the people, planet, prosperity, peace and Agenda 2030 pillars.

This is the first evaluation of the CGN. It was selected amongst the Institute's thematic evaluations, with the main purpose to learn and provide an opportunity for improvement rather than accountability for the delivery of specific results. The evaluation covers the period from January 2014 to December 2018 and assessed the GCN's relevance, effectiveness, efficiency, likelihood of impact and sustainability, in addition to the coordination, oversight and other functions to service the network. The evaluation issued a set of eight recommendations.

Overall, the report of the evaluation is balanced, highlighting the network's significant outreach to beneficiaries and the satisfaction and usefulness of CIFAL training expressed by them. The evaluation's recommendations provide an opportunity to improve the focus of the network's programming, including learning-related programming and targeted regions or countries; the development of signature services; collaboration with UNITAR divisions, and the support provided by UNITAR, amongst others.

The evaluation was managed by the UNITAR Planning, Performance Monitoring, and Evaluation (PPME) Unit and was undertaken by Mr Patrick Breard, consultant and independent evaluator. The PPME Unit provided guidance, oversight and quality assurance, as well as logistical support for interviews. The Social Development Programme Unit's response to the evaluation and its conclusions and recommendations are outlined in the Management Response.

The PPME Unit is grateful to the evaluator, the Social Development Programme Unit, CIFAL Directors and other staff, and the other stakeholders for providing important input into this evaluation.

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Executive Summary

The Global Network of International Training Centres for Authorities and Leaders (CIFAL Global Network, or CGN) is a group of hubs for capacity building and knowledge sharing between local and regional authorities, international organizations, the private sector and civil society. The first CIFAL Centre was established in 2003 and has grown over the years into a network of 19 Centres in all corners of the world. In 2018, the CGN delivered 128 events, reaching out to some 23,190 government officials, private sector representatives and civil society leaders from more than 100 countries.

This evaluation aimed to assess the relevance, effectiveness, efficiency, sustainability and likelihood of impact of the CGN; to identify any problems or challenges that the CGN has encountered; and to issue recommendations. The evaluation interviewed 26 informants from UNITAR and the CIFAL Centres and external stakeholders. Three surveys were deployed with responses received from 17 CIFAL Directors and Deputies and 267 CIFAL learning and non-learning related beneficiaries. Ample use was made of available secondary resources. Several limitations of the evaluation include relatively low survey response rate, few narrative reports, absence of financial information (expenditure) and budget limitations with no site visits being organized.

The evaluation found the thematic areas covered by the CIFAL Global Network consistent with and supportive of UNITAR's strategic priorities. CIFAL Directors pointed out the relevance of the CGN to support local, regional and national efforts that aim to help countries achieve the SDGs. Furthermore, most of the CIFAL beneficiaries surveyed by the evaluation indicated that the CIFAL training programme or event they attended was relevant to their work. Nevertheless, the evaluation identified several components of the CGN where relevance could be improved. The geographic scope and delivery of the network emphasizes some

regions over others, leaving a weak presence in Africa and Central Asia, and to a certain extent Eastern Europe. Furthermore, countries in special situations – comprising the least developed countries, the landlocked developing countries, the small island developing States, countries in African and countries in and emerging from conflict – are underprioritized in comparison with UNITAR's overall delivery and strategic intent. The evaluation found also that the CGN primarily delivers programmes and events that, while relating to networking and information sharing, do not have learning objectives and are hence not entirely consistent with UNITAR's mission to develop capacities of stakeholders through high quality learning solutions and related knowledge products and services.

The CIFAL Global Network was found highly effective in delivering results and serving as an instrument for UNITAR to reach out to leaders and authorities, especially at the local level. From 2013 to 2018 the CGN has reached more than 70,000 beneficiaries. In 2018, the CGN reached out to twice as many beneficiaries than in the previous year, and accounted for 26 per cent of UNITAR's overall beneficiary outreach. According to the evaluation survey, 90 per cent of the responding beneficiaries found that the CIFAL training programme or event they attended enhanced their skills and/or knowledge of the subject matter, and 87 per cent agreed that the knowledge or skills acquired during the CIFAL training programme or event have contributed to their professional development. Several factors were identified that could contribute to improve the effectiveness of the CGN. Most CIFAL programmes and events are delivered face-to-face. While e-Learning is an effective modality to reach large numbers of beneficiaries, this modality for delivering training is largely undeveloped.

In principle, the CIFAL Global Network offers a cost-effective advantage to enable collaboration between CIFAL Centres, as well as with UNITAR Divisions, to foster joint programming and the reuse of existing learning resources – however this is rarely

happening. Very few beneficiaries attend a CIFAL programme or event after having participated in a programme delivered by UNITAR, and vice versa. Programmatic partnerships between CIFAL Centres are rare and more anecdotal than strategic, and non-existing with UNITAR Divisions. Partnerships with UN agencies on the ground are generally limited and there is a need expressed from several CIFAL Directors for stronger support from UNITAR to build bridges between CIFAL Centres and the UN community. Similarly, several CIFAL Directors call for more direct support from UNITAR to develop partnerships with the private sector and with national administrations regardless of the local focus of the CIFAL Global Network. Simultaneously, it was noted also that the CGN remains very cost effective as an instrument for UNITAR to record beneficiaries with a cost structure that is born almost entirely by the CIFAL Centres. But factors limiting the full potential of the network should be investigated (some were identified) and addressed to make the network more than the sum of its parts.

About 75 per cent of the CIFAL beneficiaries that responded to the evaluation survey indicated that the knowledge and skills they acquired during the CIFAL training programme or event contributed in advancing sustainable development, and 74 per cent of respondents affirmed that the knowledge and skills they acquired during the CIFAL training programme or event have contributed to improving the performance or results of their organization. Examples of contributions made by beneficiaries applying their new skills included new policies and practices supporting the achievement of the SDGs, such as in the areas of sustainable cities, waste management, and security. Survey respondents rated CIFAL programmes or events on the thematic area of Environmental Sustainability as well as events with learning objectives as most impactful. Limited evidence was found however of UNITAR's contribution to improving the methodologies of CIFAL Centres and of CGN's city-to-city collaborations with reported outcomes.

CIFAL beneficiaries positively assessed the sustainability of the learning outcomes over time, but some suggested to continue some learning and provide networking modalities after the programmes. Many CIFAL Directors indicated that sustainability of the CIFAL Global Network was dependent on the funding of the CIFAL Centres and pointed out a need for stronger support from UNITAR on resource mobilization.

The management and services provided to the network by the Social Development Programme Unit team was found adequate. The evaluation could not access financial data regarding the overall expenditures of the network, which somewhat limited the analysis. Knowledge and implementation of UNITAR policies was found to be partial. CIFAL Directors called for more active induction processes, guidance, and knowledge management including for staff, interns or teachers involved in the CGN. The visibility of the CGN was reported as weak in many countries. Overall, many CIFAL Directors share the need for a strategy of the CGN that clarifies, reaffirms, or updates its vision, mission, target beneficiaries, roles and responsibilities, due diligence processes, logframe, and proposes some key performance indicators both for the CIFAL Centres and UNITAR support. The evaluation also found the financial transparency of the initiative to be limited.

Against these findings, the evaluation identified the following recommended actions:

1. UNITAR and the CIFAL Global Network should develop a medium-term **strategy** 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 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.).

2. UNITAR and the CIFAL Global Network should develop and implement a **communications 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.
3. UNITAR and the CIFAL Global Network should consider developing and implementing a **knowledge management** 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.
4. UNITAR should strengthen the support provided to the CIFAL Centres on **resource mobilization** and on building

partnerships with governments, private sector actors, and the UN system, and increase transparency on the utilisation of CIFAL contribution fees for the services it provides.

5. UNITAR should strengthen **institutional coordination** 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.
6. UNITAR should further strengthen the application of relevant **policies** and guidelines across the network, and ensure that the description and affiliation of the Centres to UNITAR is consistent across the network.
7. The CIFAL Global Network should develop **signature services** being in relation to specific topics -e.g. road safety-, processes -e.g. SDG Voluntary Local Reviews-, or methodologies -e.g. revised CityShare-.
8. The CIFAL Global Network should increase its **alignment** to the learning programming focus of UNITAR and increase the proportion of learners to overall beneficiaries, as well as increase outreach to beneficiaries from countries in special situations.

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Abbreviations

CGN	CIFAL Global Network
CIFAL	International Training Centres for Authorities and Leaders
COP	Community of Practice
CSO	Civil Society Organization
CSO	Civil Society Organization
DRR	Disaster Risk Reduction
ECTS	European Credit Transfer System
EMS	Events Management System
ICAO	International Civil Aviation Organization
ILO	International Labour Organization
IOM	International Organization for Migration
KPI	Key Performance Indicator
LDC	Least Developed Country
LLDC	Landlocked Developing Country
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
RC	Resident Coordinator
RCE	Regional Centre of Expertise
SDG	Sustainable Development Goals
SDP	Social Development Programme
SIDS	Small Island Developing
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNICEF	United Nations Children's Fund
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNISDR	Office for Disaster Risk Reduction (UNDRR)
UNITAR	United Nations Institute for Training and Research
UNU	United Nations University

1. Introduction

2. This report reflects the Consultant's understanding of the Terms of Reference (TOR) for the Independent Evaluation of the Global Network of International Training Centres for Authorities and Leaders (CIFAL Global Network, CGN or network).¹ The report presents the evaluation's scope and methodology, findings and conclusions. The report also issues eight recommendations to contribute to the objectives of performance and effectiveness of this CIFAL Global Network. The report concludes with several lessons to be learned.

2. Evaluation Approach

2.1. Purpose and Scope of the Evaluation

3. This is the first evaluation of the CIFAL Global Network. The evaluation was not compulsory but selected as a valuable assessment with a focus on learning, not on accountability. The CGN is not a traditional donor-funded project, but rather a network initiative in which CIFAL members pay an annual contribution fee to UNITAR for services. There is no specific Theory of Change or logframe, preventing a review of specific indicators and an assessment of the level of achievement of their targets².

4. The purpose of the evaluation was to assess the relevance, effectiveness, efficiency, sustainability and impact of the CIFAL Global Network; to identify any problems or challenges that the CGN has encountered; and to issue recommendations, if needed, and lessons to be learned. The evaluation's purpose was thus to contribute to the CIFAL Global Network's improvement and broader organizational learning at UNITAR. The evaluation aimed not only at assessing how well the network has performed, but also at answering the 'why' question by identifying factors contributing to (or inhibiting) successful delivery of the CGN's results.

5. The evaluation covered the period from 1 January 2014 to 31 December 2018, with a focus on the more recent years. However, several ongoing initiatives that predated this timeframe were found relevant during this period and were factored regardless of the initial roll-out/start date.

6. The main evaluation questions that were addressed include:

- **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?
- **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?

¹ CIFAL is the abbreviation in French for "Centre international de formation des autorités et leaders" and in Spanish for "Centro de Formación de Autoridades y Líderes".

² UNITAR's 2018-2021 strategic framework integrates the CIFAL Global Network within the second Strategic Objective (SO2. People and social inclusion) as a contribution to the Objective 2.1 "Promote people's well-being, including the protection and empowerment of groups that are vulnerable and marginalized". One output of the programme budgets (2014-2015, 2016-2017 and 2018-2019) is associated to the CIFAL network: "Training and related services delivered to beneficiaries on sustainable development topics by the global network of affiliated International Training Centres for Leaders and Authorities (CIFAL)", with the number of beneficiary outputs increasing from 10,000 (2014-2015) to 18,000 (2018-2019). This output is linked to the "Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics" results area. The indicator of achievement is the "Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills", with a target of 85% for the biennium 2018-2019.

- **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?
- **Service Support, Coordination, Management, Quality Assurance and Self-Evaluation:** Performance of the coordination and other servicing functions provided to the centres of the CIFAL Global Network.

7. The assessment relied on sub-questions that are presented in the Evaluation Framework (Annex 3). Special attention was placed on assessing the extent to which knowledge and skills acquired or developed by the network's beneficiaries 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. The principal findings to the evaluation questions are summarized in the conclusion of the report.

2.2. Target Audience

8. The evaluation report seeks to inform UNITAR's Social Development Unit (SDP), the CIFAL Programme Manager and team, the CIFAL Directors and host institutions, the CIFAL Boards, the CIFAL Advisory Committees, UNITAR partners and event beneficiaries. The evaluation intends also to inform the selection and establishment of any future Centres.

2.3. Evaluation Methodology

9. The evaluation aimed to provide evidence-based information that is credible, reliable and useful. The evaluation was undertaken in accordance with the *UNITAR Monitoring and Evaluation Policy Framework* and the *UNEG Ethical Guidelines for Evaluation*. The evaluation followed a participatory and consultative approach ensuring close engagement with the CIFAL Centres and participants in the training programmes and events and beneficiaries of the CIFAL Centres, as well as UNITAR staff and management of the CGN.

10. The evaluation collected and analysed data from a range of sources to triangulate and deepen understanding. The evaluation used the following tools for mixed methods of primary and secondary **data collection**:

- **Desk review:** The evaluation compiled, reviewed and analysed background documents and secondary data/information related to the CGN (Annex 2). These documents include, inter alia, UNITAR Guidelines on the CIFAL Global Network, outputs from the network and CIFAL Centres, reports from the CIFAL Centres prepared for the annual meetings, the database of CIFAL Global Network events as recorded in the UNITAR Events Management System (EMS), self-evaluations or assessments of outputs of CIFAL learning events and projects, the UNITAR website and the websites of the CIFAL Centres.
- **Interviews:** Interviews were held with UNITAR directors and staff and CIFAL partners and stakeholders involved in the planning and implementation of the CGN's programming. The interview protocol was designed in accordance with each stakeholder group, their relationship with the initiative and relevant aspects of specific evaluation questions. The underlying objective of the interviews was to focus on the 'why' of the assessment -whereas the surveys rather concentrated on the 'what'. Interviews were conducted remotely by Skype or by phone and on-site with UNITAR staff in Geneva. Altogether, the evaluation interviewed 26 informants (Annex 1).
- **Surveys:** With a view to maximizing feedback from the widest possible range of project stakeholders, the evaluation developed two surveys. These surveys aimed primarily at gathering perspectives and evidence informing the 'what' of the assessment. The following groups of stakeholders were targeted by surveys:
 - **CIFAL Global Network Centres Directors and Deputy Directors:** The objective of this survey was to seek feedback from CIFAL Directors and Deputy Directors on

the achievements, performance and usefulness of the CIFAL Global Network. The survey was sent to the Directors (18) and Deputy Directors (4) of 18 CIFAL Centres³. Responses were collected from 17 informants, giving a response rate circa of 77 per cent (Annex 4)

- **CIFAL Global Network learning-related and broader knowledge-sharing beneficiaries:** This survey targeted two samples of beneficiaries of the CIFAL Global Network. The first sample involved 4,724 target contacts randomly selected from a list of 10,018 CIFAL beneficiaries that attended an *event with learning objectives since 2015*. The second survey sample featured 4,775 contacts randomly picked from a list of 10,043 beneficiaries of the CIFAL Global Network that attended an event *without learning objectives* (e.g. conferences)⁴ since 2015. The assessment used direct questions with a view to inform the Evaluation Framework. The survey questionnaire was made available and disseminated in English, Spanish, and French. The survey was open for three weeks. About 31 per cent of the email addresses bounced back. In order to mitigate non-responses, two reminders were sent. Responses were received from 267 CIFAL beneficiaries, for an overall response rate circa 4 per cent (Annex 5). The response rate for recipients having attended a CIFAL programme or event with learning objectives was circa 6 per cent and the response rate from recipients having attended a CIFAL programme or event with no learning objectives was ca. 2 per cent. Altogether, the response rate is rather low, which may be partly explained by the fact that survey recipients included CIFAL beneficiaries that attended a programme or event up to four years ago as well as participants to very short events (e.g. briefing, meeting, public lecture). But the absolute number of responses was found significant enough for analysis and to inform the evaluation. Survey results were also seen consistent with the results of the reaction and satisfaction surveys sent by the CIFAL Centres after a learning programme or event.
- **Observation:** In order to complement/triangulate findings from other collection tools, the evaluation attended a monthly coordinating call with the Directors of the CIFAL Centres.

2.4. Challenges and limitations

11. The evaluation focused on the CIFAL Global Network and on the services that UNITAR provides to the network. The evaluation did not evaluate the CIFAL Centres as such, or the regions, or any other specific intended short or long term result that would have produced a benchmark. The evaluation faced several limitations or constraints that influenced the design and findings of the assessment.

- In the absence of a logframe and comprehensive set of indicators⁵, the evaluation was not able to assess the achievement of specific targets nor progress against a baseline, despite short and long-term results defined in the partnership agreements between CIFAL centres and UNITAR. Furthermore, the assessment of the effectiveness (outcomes) and impact (longer-term development outcomes) of the initiative lacked a cohesive results framework.
- The evaluation did not perform any country visits and face-to-face consultations with CIFAL partner institutions, their respective hosts and beneficiaries. This has likely reduced opportunities for collecting evidence of impact at the national level and narrowed down the identification of the challenges faced by the CIFAL Centres (Theory of Action).

³ The survey was not sent to CIFAL Centres that were closed.

⁴ The sample size was determined for a confidence level of 95 per cent and confidence interval of 5 per cent and accounting for a response rate of 10 per cent.

⁵ Beyond the indicator and performance measure of “Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics” as formulated in UNITAR programme budget.

- The methodology used for the survey of the CIFAL beneficiaries cannot ascertain that a non-response bias was avoided (i.e. it is not sure that the assessment of those who did not respond to the survey is the same as the one from the respondents), therefore preventing the results from being generalized.
- The unavailability of data was another challenge as few narrative reports were available and financial information could not be consulted. Due to the European Union General Data Protection Regulation (GDPR) which entered into force in EU countries in May 2018, some data for 2018 may have been recorded differently for the Flanders, Madrid, Malaga and Plock CIFAL Centres.
- Gender was difficult to evaluate in this type of initiative, but survey data was disaggregated by sex.

3. The CIFAL Global Network

12. UNITAR's mission is to develop the individual, institutional and organizational capacities of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision and to support country level action for overcoming global challenges.⁶ In undertaking this mission, UNITAR works with a wide range of partners, including governments, UN and other international organizations, nongovernmental organizations, businesses and universities. In 2003, UNITAR created the first CIFAL Centre in Curitiba, Brazil as a mechanism for capacity building and knowledge sharing between local and regional authorities, international organisations, the private sector and civil society. Overtime, a network was formed as the number of centres increased. As of 2019, the CIFAL Global Network has grown to 19 centres in all corners of the world⁷. In 2018, the CGN delivered 128 events, reaching out to some 23,190 government officials, private sector representatives and civil society leaders from more than 100 countries⁸ (representing 26 per cent of UNITAR's overall beneficiary outreach).

CIFAL Centre	Events	Learning events	Participants	Learning participants	% of learning related participants	Certificates of Completion
Argentina	26	13	4300	777	18%	661
Atlanta	45	26	4356	900	21%	21
Bengaluru*	5	0	415	0	0%	0
Curitiba	82	29	19277	3363	17%	444
Durban	10	10	412	412	100%	0
El Salvador*	1	1	79	79	100%	0
Flanders	11	0	3132	0	0%	0
Jeju	70	55	4492	1543	34%	199
Kuala Lumpur*	5	3	502	191	38%	191
Madrid	5	1	711	15	2%	0
Malaga	14	6	1267	316	25%	159
Merida	8	7	1320	947	72%	0
Miami	3	1	727	45	6%	25
Newcastle	16	13	1043	929	89%	0

⁶ UNITAR mission statement in the 2018-2021 strategic framework. The mission statement of the 2014-2017 strategic framework was similar, but with less attention placed on quality learning solutions.

⁷ CIFAL Argentina, CIFAL Atlanta, CIFAL Bogota, CIFAL Curitiba, CIFAL Dakar, CIFAL Durban, CIFAL Flanders, CIFAL Istanbul, CIFAL Jeju, CIFAL Madrid, CIFAL Maghreb, CIFAL Malaga, CIFAL Merida, CIFAL Miami, CIFAL Newcastle, CIFAL Philippines, CIFAL Plock, CIFAL Quito, CIFAL Shanghai.

⁸ In 2018, UNITAR provided learning, training and knowledge-sharing services to 84,901 individuals. The Institute's global network of affiliated International Training Centres for Authorities and Leaders (CIFAL) delivered 27 per cent of the beneficiaries. Cf. UNITAR. 2019. *2018 Results Report*. Geneva.

Ouagadougou*	3	0	91	0	0%	0
Philippines	24	8	3040	263	9%	128
Plock	24	6	1529	105	7%	0
Quito	19	2	3593	79	2%	0
Scotland*	26	20	1363	1004	74%	54
Shanghai	43	24	13279	571	4%	60
ALL	440	225	64928	11539	18%	1942

Table 1: Event data available on the UNITAR EMS from 1.1.2014-31.12.2018

13. The thematic foci of CIFAL activities generally cover four major areas: Urban Governance and Planning, Economic Development, Social Inclusion, and Environmental Sustainability. Trainings are delivered Face to Face (e.g. short to medium-term trainings, workshops, courses) as well as through E-Learning and blended courses (confer also section below on Effectiveness). For its local development work, CIFAL Centres use the “CityShare” knowledge management methodology, which consists of various processes of self-assessment, distillation and transmission of experiences and good practices in order to improve the performance of an organization.

14. UNITAR describes the added value/comparative advantage of the CIFAL Centres in that they build on multi-stakeholder partnerships, concentrate on urban issues relevant to officials at local and regional levels, develop an offering based on needs assessments, and develop a “Toolkit” on each thematic area, which provides action-oriented solutions to local authorities.

15. UNITAR’s collaboration with a CIFAL Center is based on a partnership agreement signed with a key institutional partner such as a municipal government or university. The agreement defines, inter alia, the objective and scope of the partnership, the general responsibilities of the parties, the legal status of the CIFAL Centre, the activities and expected results of the CIFAL, the financial arrangements, a governance structure for the Center. The CIFAL Guidelines⁹ describe the governance structure of CIFAL Centres and the role and responsibilities of their entities, with the following key elements:

- CIFAL Director: The Director of the CIFAL centre is responsible for the day-to-day management of the CIFAL centre. His role and responsibilities cover, inter alia:
 - The Strategic Development and Overall Management of the CIFAL Centre
 - Capacity Development activities of the Centre
 - Internal Responsibility of the Centre
 - External Outreach
- CIFAL Board: The Board comprises representatives of the host local government, a representative of UNITAR, a representative of local partner with which the CIFAL centre has signed an agreement, and the Director of the CIFAL, in ex-officio capacity. The tasks of the Board include, inter alia, to:
 - Formulate principles to guide the work of the CIFAL
 - Review the strategy of the CIFAL concerning fund raising, communications, partnerships, renewal of agreements, staffing and business plan
 - Review the activity and expenditure report of the CIFAL
 - Consider and approve the work programme and adopt the budget of the CIFAL
 - Select the Director of the centre for approval by UNITAR, and approve his/her TOR
 - Make recommendations necessary or desirable, for the effective functioning of CIFAL
 - Designate membership of the Advisory Committee

⁹ UNITAR. 2019. Guidelines on the CIFAL Global Network. Geneva

- CIFAL Advisory Committee: The Advisory Committees support the CIFAL Centre and its Director. The committee's function is to assist in programme planning and to:
 - Provide advice & recommendations on the yearly programme of the CIFAL
 - Assist in the elaboration of the agendas of the training programme
 - Facilitate networking and expand public relations with experts & partners
 - Assist the CIFAL Director in the preparation of key documents to be submitted for review to the Board or to the Steering Committee
 - Assist the CIFAL Director in the preparation of key documents to be submitted for review to the UNITAR Technical Certification Board

16. UNITAR oversees, coordinates, and supports the CIFAL network through a range of modalities and services, including by¹⁰:

- Providing continuous monitoring, assistance and advice through its programme officers attached to the Social Development Programme (SDP¹¹);
- Convening an annual Steering Committee meeting of the CIFAL Directors and major partners;
- Providing input on substantive issues and training methodologies;
- Setting guidelines for institutional issues and governance;
- Raising funds for the overall functioning of the network and encouraging and supporting CIFALs to raise matching funds;
- Ensuring quality assurance of the training programmes which are offered;
- Setting guidelines for harmonising the image and communication strategies of the CIFALs; and
- Facilitating key strategic partnerships, both at international and local levels in support of CIFALs programmes and activities.

17. In accordance with the partnership agreements and the UNITAR Guidelines on the CIFAL Global Network, each CIFAL Centre is required to pay an annual fee of USD\$30,000 “to contribute to a portion of UNITAR’s costs related to the coordination, monitoring and evaluation, branding, methodology development, quality assurance and the promotion of synergies with other parts of UNITAR.”¹²

4. Evaluation Findings

18. This section presents an assessment of the relevance, effectiveness, likelihood of impact, sustainability, and efficiency of the CIFAL Global Network.

4.1. Relevance of the CIFAL Global Network

19. The CIFAL Global Network was found highly relevant for UNITAR as a modality to contribute to achieving UNITAR’s mission to develop capacities to enhance global decision-making and to support country level action for shaping a better future¹³. The CGN is also consistent with UNITAR’s mandate to carry out a wide range of training programmes in the

¹⁰ List based on the UNITAR Guidelines on the CIFAL Global Network, 2019 version (p. 11). Additional roles such as managing the network to ensure that the Centres comply with relevant UNITAR policies and procedures, providing inputs on sustainable development issues and training needs assessments, etc. are listed in the UNITAR Administrative Circular on the CIFAL Global Network’s Governance and DCP Role. AC/UNITAR/2015/06, Geneva.

¹¹ Previously called Decentralized Cooperation Programme (DCP).

¹² UNITAR Guidelines on the CIFAL Global Network, 2019 version, page 23. In accordance with partnership agreements, CIFAL Dakar is exempt from this requirement, and two other Centres pay \$40,000 annual contribution fees.

¹³ <http://2030agenda.unitar.org/mission-vision-and-core-functions>

field of peace and security as well as social, environment and economic development; and to establish and strengthen cooperation with other inter-governmental organizations, faculties and academic institutions, in particular for the development of research and training activities¹⁴. Key informants stressed that the CGN was aligned with UNITAR’s *6 Point Vision Statement* formulated in 2016. This vision articulates the cornerstones that should guide UNITAR’s growth and inspire strategic planning processes, including comprising 1. [Financial] Growth, 2. Modernization, 3. Innovation, 4. Quality Assurance, 5. Visibility, 6. Openness and Inclusivity. Overall, the programming and activities under the CIFAL Global Network were found well aligned with the UNITAR strategic frameworks, despite some differences across frameworks (2014-2017, and 2018-2021). Support and contribution to the 2030 Agenda for Sustainable Development is the main anchor and most obvious commonality across the strategic frameworks and CIFAL’s areas of focus. Additionally, *Economic Development*, *Social inclusion*, and *Environmental sustainability* are part of UNITAR’s mandate and among the priorities referred in the frameworks. The theme of *urban governance and planning* is a specific case, being identified by the CGN as a focus area but not appearing as such in the strategic frameworks outside of a possible attachment to the SDGs (Goal 11). The CIFAL Global Network also does not cover *Multilateralism* as such in its focus areas. Informants from UNITAR indicated that this area, which includes training for diplomats and high-level policy makers, was very specific. It addresses a narrow audience and confronts high competition from a range of prominent well-known national institutions, requiring strong networks and expertise that were not necessarily widespread among the CGN. *Sustainable peace* is another priority area of UNITAR that is not translated as such in the themes highlighted by CGN, although Goal 16 is part of the curriculum provided by many Centres (e.g. CIFAL Jeju). Finally, it seems that the thematic foci of the CGN refer more directly to the 2014-2017 strategic framework rather than to the 2018-2021 framework following the adoption of the 2030 Agenda.

UNITAR Strategic Framework 2014-2017 High-level programmatic objectives	UNITAR Strategic Framework 2018-2021 strategic objectives	CIFAL Global Network Thematic Focus
<ul style="list-style-type: none"> • Strengthen Multilateralism • Promote economic development and social inclusion • Advance environmental sustainability and green development • Promote sustainable peace • Improve resilience and humanitarian assistance • Supporting the Adoption and Adaptation by Member States of the 2030 Agenda 	<ul style="list-style-type: none"> • Peace: Promote peace and just and inclusive societies • People: Promote people’s well-being and support equitable representation of countries in global decision-making fora • Prosperity: Promote inclusive and sustainable economic growth • Planet: Support the conservation, restoration and safeguarding of our planet for present and future generations • Cross-fertilizing Knowledge and Expertise: Promote the indivisible and integrated nature of the 2030 Agenda 	<ul style="list-style-type: none"> • Urban Governance and Planning • Economic Development • Social Inclusion • Environmental Sustainability • 2030 Agenda for Sustainable Development

Table 2: UNITAR Programmatic Objectives & CIFAL Global Network Thematic Foci

20. Most of the CIFAL Directors surveyed by the evaluation perceived the network as a very relevant initiative. Several CIFAL Directors pointed out for example that the network anchors the Centres in a global trademark that provides increased visibility to their activities. Presenting

¹⁴ <http://2030agenda.unitar.org/frequently-asked-questions>

the Centre as a member of a global network and linked to a UN organization was reported as reassuring to prospective beneficiary institutions. Some informants further mentioned that this contributed to strengthening the credibility of their Centre. Informants indicated also benefiting from the regular updates shared by UNITAR on UN discussions and priorities. Several CIFAL Directors stressed that being linked to UNITAR was helpful also to facilitate the access to the best experts in the world including from senior UN staff. A few CIFAL Directors mentioned that the network was providing them with international reach and the ability to learn from the activities of other CIFAL Centres. However, in some instances the relevance of the initiative was also questioned. For example, a CIFAL Director responded quite bluntly to the evaluation survey: “*This is a question raised by our institution which houses the CIFAL Centre: What is the added value of UNITAR and the Global network, aside from the UN label?*”, a perspective that was shared by three other informants.

21. According to the evaluation survey, all CIFAL Directors recognized that *the programming and activities under the network were aligned with the needs and priorities of individual and institutional beneficiaries* -Figure 1-. However, interviews indicated also that the overall positioning of the CIFAL Centres was not entirely clear or consistently understood across the network. According to a few informants, CIFAL Centres should work with adults with a focus on the leaders in society and on lifelong learning. Other informants questioned the relevance of referring to “Authorities” as in the CIFAL name and suggested to set a broader target to the initiative. Some informants pointed out the benefits of delivering training programmes -e.g. on the SDGs- to students who are not -yet- leaders as such. Altogether, the evaluation found some discrepancies between the perspectives that CIFAL Directors have about the CIFAL Global Network and a certain lack of common vision. One informant suggested to review CIFAL’s vision and mission as “*it was ahead of its time when it was forged, but it’s not anymore*”. For example, the case was conveyed of the Global Network of Regional Centres of Expertise (RCE) on Education for Sustainable Development¹⁵, an initiative that federates 168 RCEs with shared goals and common core elements, and which was reported a potential source of inspiration for the CGN. Areas of work of the RCEs cover for instance “Research and development” and “Transformative education”, which are not strongly visible in the scope of the CGN.

22. Slightly over a third of the survey respondents found that they were *not necessarily well informed about the needs and priorities of the broader CIFAL Global Network*. This finding is consistent with the input collected during the interviews. Although UNITAR and the CGN have installed mechanisms to keep the CIFAL Centres informed about the current or planned activities of the members, informants indicated that these instruments offer rather limited room for the Centres to stay up to date with the *needs and priorities* of fellow members. Existing instruments such as the monthly coordination calls were said to be relevant -and effective- for information sharing, but not fully adequate to collect expressions of needs and engage participants in mutual support activities and cross-collaboration. The CGN has created a WhatsApp group to facilitate regular exchanges, but its use was reported focusing more on information dissemination than on requests for support. When such requests are conveyed, they tend to be addressed bilaterally by email or phone. As for the annual steering committee meetings, their format has evolved in the recent years to allow for more interactions and joint work, but these events happen only once a year. Furthermore, interviewees mentioned that such meetings were not still providing enough time to investigate collaboration. The meetings were reported “*filled with many agenda items. There is no time to discuss collaboration on joint programmes, or joint activities to reach out to partners, and commonalities of some work.*” The CGN coordination team indicated being actively engaged in bridging and connecting the Centres, but primarily as demands were conveyed or ad hoc opportunities identified. Altogether, the networking and community components of the CGN initiative were found to remain in the making (confer also section on Efficiency). Finally, informants indicated that the lack of a strategy framing the entire initiative was another factor leading to the perception of

¹⁵ <https://www.rcenetwork.org/portal/>

not being entirely informed about the needs and priorities of the broader CIFAL Global Network.

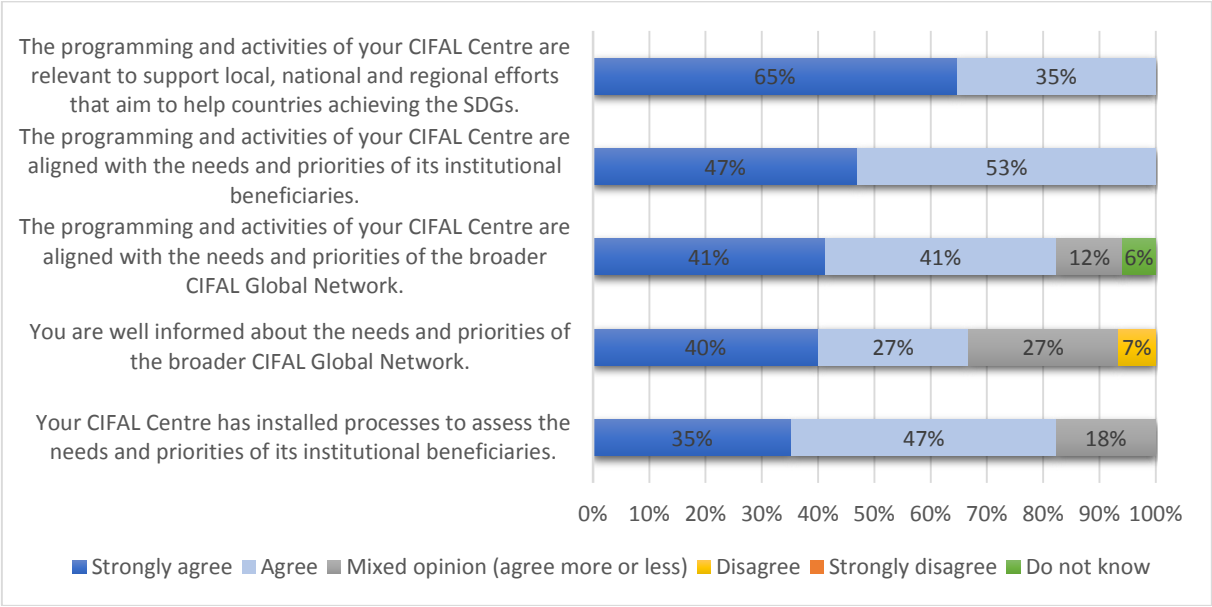


Figure 1: CIFAL Directors' perception about the relevance of the CGN.

23. CIFAL beneficiaries returned a very positive assessment about the relevance of the CIFAL Global Network programming and activities. According to 90 per cent of the survey respondents, the CIFAL training programme or event they attended was relevant to their work -Figure 2-. About 92 per cent of the respondents indicated being satisfied with the training programme or event they attended. This is a finding that is consistent with the results of satisfaction surveys conducted by UNITAR and the CIFAL Centres for learning-related events based on information in the EMS.

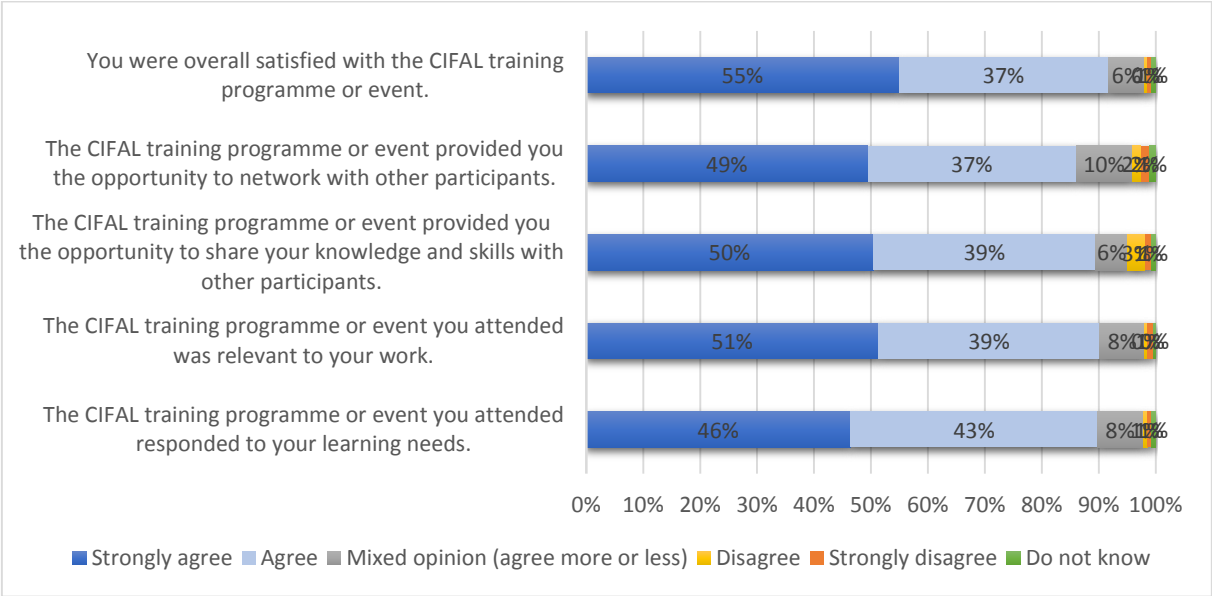


Figure 2: CIFAL beneficiaries' perception about the relevance of the CIFAL training programmes or events.

24. All CIFAL Directors that responded to the evaluation survey agreed that *the CIFAL Global Network was relevant to supporting local, national and regional efforts to implement the 2030 Agenda for Sustainable Development* -Figure 1-. According to the 2019 CGN Training

Catalogue, nine CIFAL Centres¹⁶ planned to deliver training programmes or events this year to build capacity on the 2030 Agenda. This figure is likely to have been higher though when considering that all but one CIFAL Director indicated in the evaluation survey that the 2030 Agenda was part of the themes covered by their respective centre. Furthermore, all Centres expected to deliver training programmes or events in 2019 on topics covering one or more Goals (e.g. gender, DRR, climate change, migration, etc.). However, the fact that training events are not specifically indexed with the SDGs either on paper or in the online catalogue¹⁷ makes search and retrieval of specific training on or related to the Goals slightly cumbersome and the overall analysis of the offering -and eventual gaps- not practical. Similarly, the use on UNITAR's online catalogue of groupings according to the 4Ps (peace, people, planet and prosperity) whereas the 2019 CGN Training Catalogue uses a different categorization modality may not seem entirely consistent.

25. The current location of the CIFAL Centres shows that there are slight discrepancies between the proportion of centres and beneficiaries per region. The objective reported by UNITAR remains a moderate and controlled growth of the network with up to 25 Centres in the mid-2020s. Discussions were reported in progress to open a Centre in the Middle-East and another Centre in Central Asia. When considering criteria such as the geographical distribution of the Centres¹⁸, UNITAR's strategic needs, the status of the 2030 Agenda -Figure 3-¹⁹, and estimates of the world population²⁰, Africa and Asia appear to be where the network could aim at servicing higher numbers of beneficiaries. Furthermore, coverage of Eastern Europe may be partial. Although 71 per cent of the CIFAL Directors felt that UNITAR's geographical coverage of the CIFAL Centres is sound, 10 countries currently concentrate 72 per cent of CIFAL learners²¹. Nationalities of learning-related participants do not appear to be aligned with the strategic framework, in accordance with the 2030 Agenda principle of reaching the furthest behind first Beneficiaries from CIFAL learning-related events for countries in special situations, comprising the least developed countries (LDCs), the landlocked developing countries (LLDCs), the small island developing States (SIDS) and countries in and emerging from conflict, which only represented 16 per cent of learners in 2018 (see Figure 6), down from 25 per cent in 2014, and much lower than the UNITAR average of 32 per cent for 2018. Only one Centre is located in an LDC. Furthermore, a few interviewees indicated that the geographic scope of some Centres could be clarified. Some informants proposed also that to name CIFAL Centres by their country name instead of city as a way to provide additional legitimacy to work with the government and public sector at the national and sub-national levels.

¹⁶ CIFAL Argentina, CIFAL Atlanta, CIFAL Curitiba, CIFAL Durban, CIFAL Flanders, CIFAL Malaga, CIFAL Merida, CIFAL Philippines, CIFAL Plock.

¹⁷ <https://www.unitar.org/event/full-catalog>

¹⁸ Africa: CIFAL Dakar [*being established*], CIFAL Maghreb [*dormant*], CIFAL Durban; Asia & Pacific: CIFAL Jeju, CIFAL Shanghai, CIFAL Newcastle, CIFAL Philippines; Europe: CIFAL Plock, CIFAL Flanders, CIFAL Madrid, CIFAL Malaga; LAC: CIFAL Argentina, CIFAL Bogota, CIFAL Curitiba, CIFAL Quito, CIFAL Merida; Middle East: CIFAL Istanbul; North America: CIFAL Atlanta, CIFAL Miami.

¹⁹ Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G. (2019): Sustainable Development Report 2019. New York: Bertelsmann Stiftung and Sustainable Development Solutions Network (SDSN).

²⁰ <https://population.un.org/wpp/Download/Standard/Population/>

²¹ Brazil (29.50%), Australia (7.10%), Korea, Republic of (6.50%), United States (6.30%), Mexico (5.90%), South Africa (3.90%), Senegal (3.90%), Argentina (3%), Bangladesh (3%), Dominican Republic (2.60%).

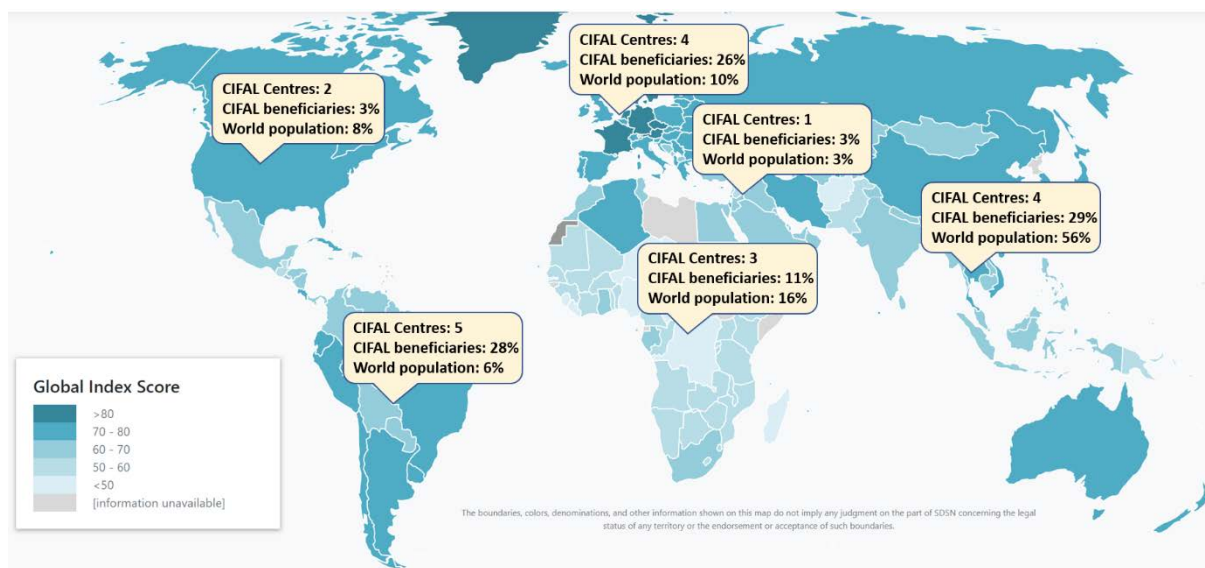


Figure 3: Sustainable Development Report Dashboards 2019²²

26. Mixed findings were gathered when it comes to the relevance of the network to the broader programming undertaken by UNITAR. On the one hand, evidence was found to be of high relevance of the network contributing to the realization of some of the UNITAR's objectives. The network is referenced in the UNITAR 2018-2021 strategic framework²³ and in the programme budgets²⁴, although in both cases not prominently. The achievements of the CIFAL Global Network were also reported in the Reports of the Secretary-General on UNITAR to the Economic and Social Council in 2015²⁵, 2017²⁶ and 2019²⁷. As another modality demonstrating relevance and institutional recognition, the CIFAL Global Network became part of the organogram of UNITAR in 2019. Furthermore, one Director of a CIFAL Centre is also a member of UNITAR's Board of Trustees, i.e. the governing body. Evaluation informants recognized also that the network contributes to increasing the visibility of UNITAR and its reach, including when it comes to achieving and reporting on the targets of the Institute²⁸. However, interviewees from UNITAR did not mention that these signals or building blocks translated into a profound mainstreaming of the network into the programming of UNITAR per se, despite an Administrative Circular encouraging staff members to explore opportunities for collaboration with the network confer also section on Effectiveness. The Directors of four UNITAR programme divisions for example did not provide evidence of designing/implementing their programme activities with the CIFAL network either as a key enabler or contributor to the delivery. In fact, perspectives were quite distant from considering CIFAL as a close partner - a *fortiori* as an extension of the Institute. In general, Divisions did not perceive much added value from the network nor any financial incentives to leveraging it. No evidence was found of joint work planning between the CIFAL Centres and UNITAR Divisions. On the contrary, some Divisions assessed a possible involvement of the CIFAL Centres in the joint delivery of trainings at the national level as a potential source of future competition. While informants were

²² <https://dashboards.sdgindex.org/#/>

²³ UNITAR. 2017. Strategic Framework 2018-2021. Geneva.

²⁴ UNITAR. 2018. Revision to the Programme Budget for the Biennium 2018-2019. Geneva.

²⁵ United Nations. 2017. United Nations Institute for Training and Research. Report of the Secretary-General. E/2015/12. Economic and Social Council. New York.

²⁶ United Nations. 2017. United Nations Institute for Training and Research. Report of the Secretary-General. E/2017/48. Economic and Social Council. New York.

²⁷ United Nations. 2019. United Nations Institute for Training and Research. Report of the Secretary-General. E/2019/81. Economic and Social Council. New York.

²⁸ UNITAR. 2017. *Results Report*. Geneva.

unanimous about the visible and repeated high-level leadership support that the Centres benefit from within UNITAR, they indicated that there were no institutional incentives to follow through. This was further corroborated by the CIFAL Directors -see also section on Efficiency- who questioned if adequate policies and guidelines within UNITAR and the CIFAL Global Network had been developed to maximize this initiative -i.e. for both sides-.

27. Females comprised 45.8 per cent of the CIFAL beneficiaries in 2018, a proportion slightly more favourable than UNITAR's overall male to female gender ratio of beneficiaries from learning events for that year (43-57 male-female). According to 82 per cent of the CIFAL Directors respondents, the programming and activities of their CIFAL Centre are relevant to advancing gender equality and the empowerment of women. The survey of the CIFAL beneficiaries did not show any significant difference between males and females when it comes to their level of satisfaction with the CIFAL training programme or event they attended -Figure 4a-. Similarly, around 86 per cent of male and female respondents indicated in comparable proportions that they were able to use/apply in their work the knowledge or skills acquired during the CIFAL training programme or event (Figure 4b). However, there was stronger agreement from male respondents that the knowledge or skills acquired during the CIFAL training programme or event have contributed to their professional development (Figure 4c).

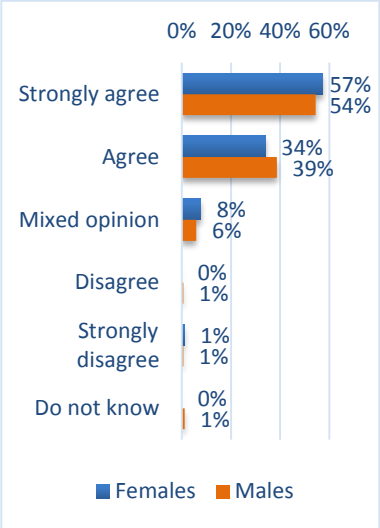


Figure 4a: You were overall satisfied with the CIFAL training programme or event

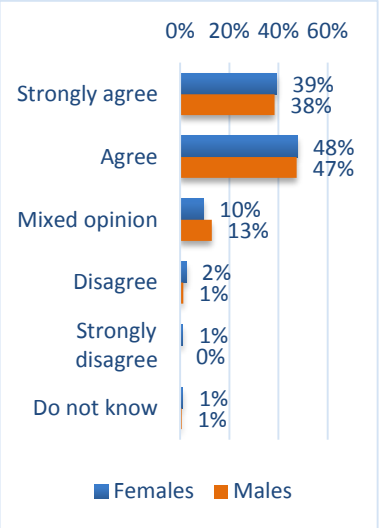


Figure 4b: You were able to use/apply in your work the knowledge or skills acquired during the CIFAL training programme or event

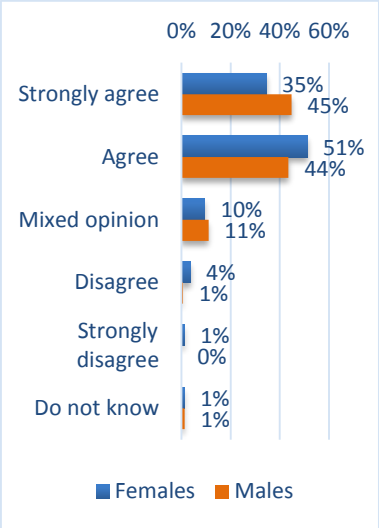


Figure 4c: The knowledge or skills acquired during the CIFAL training programme or event have contributed to your professional development

28. Some 76 per cent of the CIFAL Directors perceived that the programming and activities of their CIFAL Centre were relevant to meeting the needs of vulnerable groups (e.g. women and girls, children, persons with disabilities, elderly), but 24 per cent of the respondents had mixed opinions or disagreed with this statement (Annex 4).

4.2. Effectiveness of the CIFAL Global Network

29. From 2014 to 2018, the CIFAL Global Network organized a total of 462 events -Figure 5- reaching 68,194 beneficiaries (Figure 6). This includes 237 learning events attended by 11,739 learners, with 49 events (or 20 per cent) including an objective assessment of learning (2,403 learners). Since 2014, the number of CIFAL beneficiaries seems to increase to a higher percentage than the number of learning beneficiaries, which is opposed to the trend set by

UNITAR²⁹. The certification rate of the CIFAL programmes stands at 92 per cent (10,795), although the proportion of certificates of completion is much lower at 15 per cent (1,667). In comparison, UNITAR certificate of completion rate for events with objective knowledge assessments was 47 per cent in 2018. According to the EMS, 219 CIFAL programmes and events were evaluated by participants between 2014 and 2018. About 90 per cent of those beneficiaries agreed or strongly agreed that the programme or event was relevant to their job; 83 per cent agreed or strongly agreed that the programme or event presented new information; 92 per cent agreed or strongly agreed that they would likely use the information acquired; and 93 per cent found the overall programme or event useful.

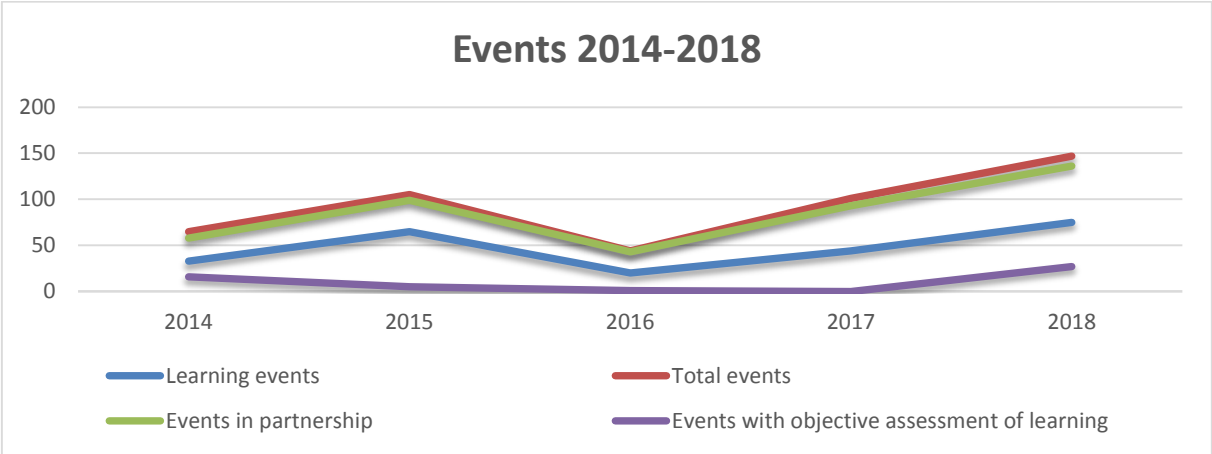


Figure 5: Number of CIFAL events per year

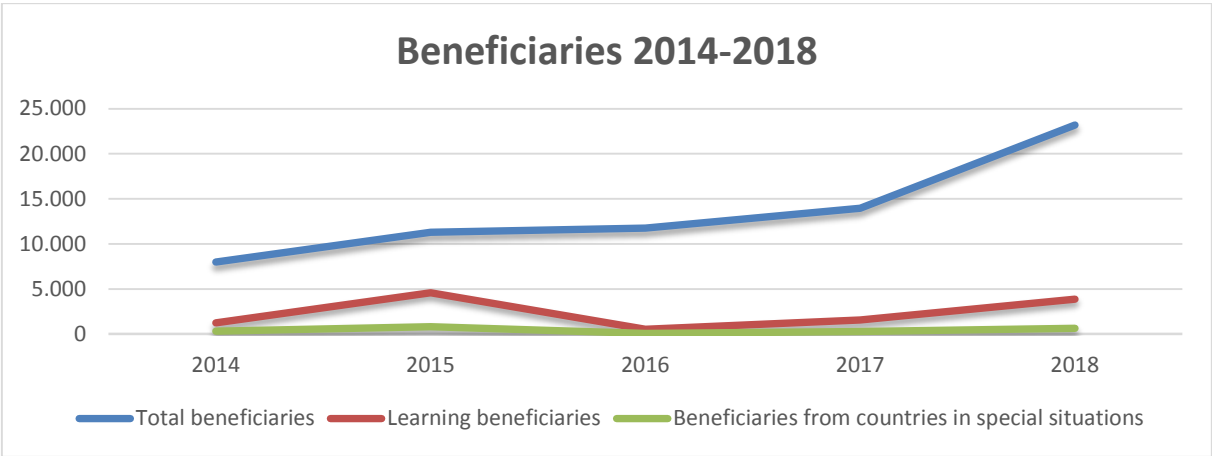


Figure 6: Number of CIFAL beneficiaries per year

30. The vast majority of the CIFAL programmes and events delivered between 2014 and 2018 were conducted face-to-face (95 per cent). Only a small number of programmes were delivered through blended learning (3 per cent) and e-Learning (2 per cent), as shown in - Figure 7. This expresses a pattern quite different from UNITAR’s overall delivery model, which for 2018 showed 68 per cent of events taking place through face-to-face residential training activities, and 30 per cent through e-Learning and 2 per cent through blended-learning. Compared to UNITAR’s entire delivery, e-Learning is a modality that is significantly underutilized by the CIFAL Global Network.

²⁹ UNITAR reported 16,929 beneficiaries with learning outcomes in 2014 and 60,901 in 2018, compared to 19,225 beneficiaries of other knowledge-sharing and training related in 2014, and 24,000 in 2018.

31. Most CIFAL programmes and events have been delivered in partnership (93 per cent), primarily with academia (36.6 per cent) followed by governments (26.3 per cent), the private sector (14.1 per cent), international organizations (8.8 per cent), NGOs (6 per cent), United Nations (5.3 per cent), and foundations (3 per cent).

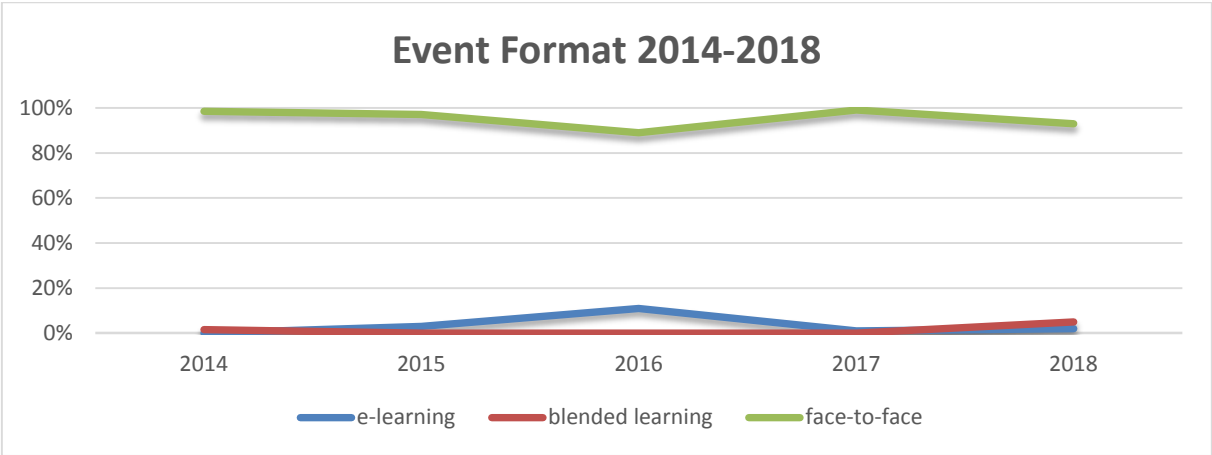


Figure 7: Format of the CIFAL programmes and events per year

32. According to the survey, the network has significantly contributed to sustainable learning and developed the capacity of government authorities, civil society leaders and other targeted stakeholders. About 90 per cent of survey respondents agreed that the CIFAL training programme or event they attended enhanced their skills and/or knowledge of the subject matter. Quite comparably, 82 per cent of the respondents stated that the CIFAL training programme or event they attended enlarged their professional network and 79 per cent that it changed their perspectives (Figure 8). CIFAL beneficiaries pointed out several factors that besides the course contributed to changing their perspectives, including learning from the experience and success stories of fellow participants, connecting with provincial and local governments, enterprises visits, and networking. As illustrated by a survey respondent *“It wasn't so much the topics discussed but the networking forged during the workshop with the participants from some of the other countries and also with the government participant from the same home country. The relationships developed during the workshop, which was maintained post event through own efforts, was helpful for networking purposes”* (Annex 5).

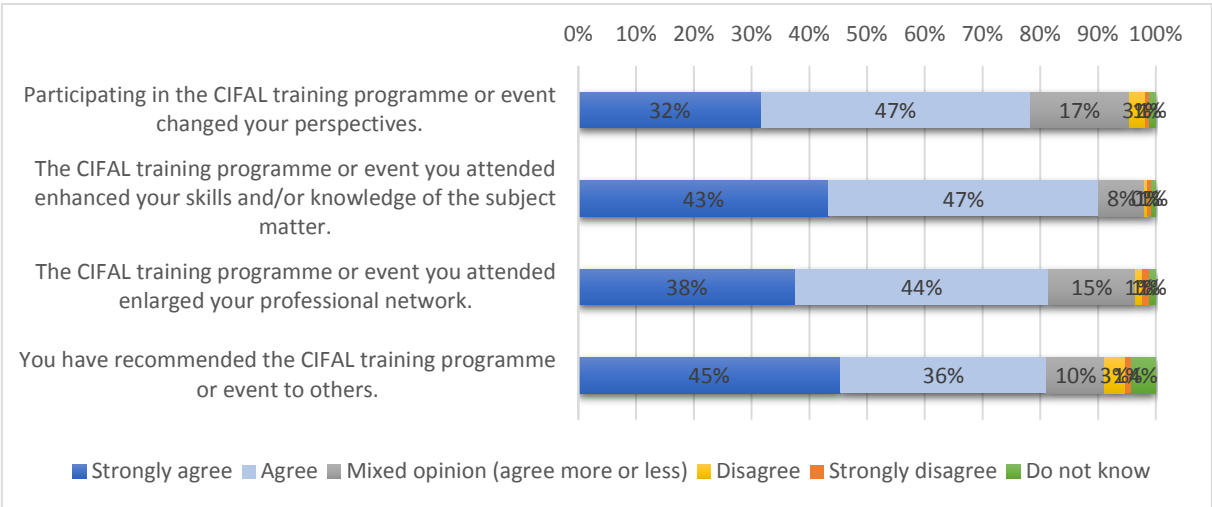


Figure 8: CIFAL beneficiaries' perception about the learning outcomes of the training programme or event

33. The survey showed that the network has been largely successful in supporting CIFAL beneficiaries' in the application of their knowledge and skills with a view to advancing sustainable development. For example, 85 per cent of the survey respondents indicated that they were able to use or apply in their work the knowledge or skills acquired during the CIFAL training programme or event they attended (Figure 9). The cases cited by CIFAL beneficiaries include:

- **Improving education and training materials** used by CIFAL participants with their own students -e.g. on cyber security, road safety, SDGs, etc.-;
- **Informing advocacy campaigns** with the materials and knowledge gained from the CIFAL programme -e.g. on resilient cities, SDGs, podcast on environment-;
- **Spurring the developing of new policies, strategies and procedures** -e.g. security policies, code of conduct, contribution to national carbon tax reforms, airport emergency plans, emergency response protocols, development of digital payment channels, integration of information for airport infrastructure planning, municipality solid waste management plan, feasibility study for selecting appropriate site for landfill, waste management strategy for two Indian cities-;
- **Contributing to the development of new services and infrastructures** -e.g. eco-tourism parks, sustainable infrastructure construction, setting up an Emergency Operations Center, creation of an NGO for education-.

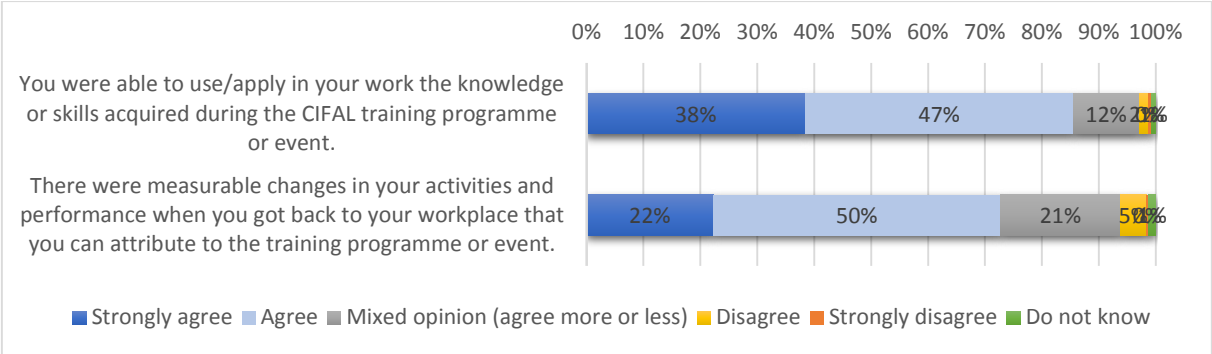


Figure 9: CIFAL beneficiaries' perception about the effectiveness of the training programme or event

34. CIFAL Directors highlighted several key factors that influenced the achievement of the CIFAL Global Network's objectives:

- **Political and/or institutional commitment** was referred by different informants as a key enabler for the achievements and sustainability of the CIFAL Centres, especially when the host institution is a municipality bound to electoral processes.
- A **strong governance structure** was reported as another factor influencing the achievement of the Centres. Several informants referred to Board members as strategic partners providing momentum and opportunities for centres to develop and deliver training programmes e.g. CIFAL Malaga.
- **Leadership** in the CIFAL Global Network and UNITAR and **staffing** CIFAL Centres with experienced, skilled and highly motivated personnel, and fostering teamwork.
- **Quality trainings** and **innovation**, including the ability to access some of the best experts in the world and senior staff from UN and other international organization, and the ability to use state-of-the-art methodologies to generate interest in events and trainings organized by CIFAL among potential beneficiaries and learning outcomes for participants.
- **Outreach** and **communication**, including having the support of UNITAR to promote the training programmes (i.e. to international partners, or Governments, etc.)
- **Funding** and financial resources were the area most commonly referred by CIFAL Directors as influential for the achievement of CIFAL Global Network's objectives.

Several CIFAL Centres pointed out the challenge to remain financially sustainable - confer also below-. Cases were reported for instance of former centres that closed and/or left the network due to financial constraints -e.g. CIFAL Scotland, CIFAL Ouagadougou-.

35. Among the factors found to be influential for the non-achievement of the network's objectives, informants recalled some of the above points. Branding and visibility were often reported by CIFAL Directors as areas requiring much more efforts both from UNITAR and from the entire network. Several interviewees indicated that neither CIFAL nor UNITAR had a well-known brand in their country. Some Directors suggested a globally coordinated communication campaign, press conferences, a newsletter, social media outreach, participation at global mayors' forums and world cities summits, a mobile truck bringing trainings -and visibility- to countries without a CIFAL Centre, etc. Another factor frequently conveyed to the evaluation as strongly influencing the achievement of CIFAL Global Network's objectives relates to funding. Several CIFAL Directors stressed that the contribution of UNITAR and the CGN to fundraising was meeting expectations. Some cases were shared of UNITAR and a CIFAL Centre jointly mobilizing resources e.g. UNITAR and CIFAL Madrid with Joie UK; UNITAR and CIFAL Malaga with Unicaja Banco-. According to CIFAL Directors, more effort is needed to approach governments and the private sector jointly with UNITAR. Similarly, informants proposed to consider installing a CIFAL presence in Brussels as the European Commission funds capacity development projects that the CIFAL Global Network could respond to. Finally, some informants mentioned language as another factor influencing the non-achievement of the CIFAL Global Network's objectives. For Latin America for example, courses need to be in Spanish but according to an informant "CIFAL is 75% to 80% in English and online courses are in English mostly". This constraint may be perceived also by the CIFAL Centres that operate in French (CIFAL Dakar, and CIFAL Flanders to some extent).

36. Evaluation informants shared mixed perspectives about the effectiveness of the CityShare methodology in contributing to sustainable learning and other results. According to the evaluation survey, 41 per cent of the CIFAL Directors have mixed or unfavourable opinions about the extent to which the CityShare methodology has been effective in contributing to sustainable learning and other results - Figure 10-. Collaboration on the implementation of the methodology was mentioned by some CIFAL Centres -e.g. CIFAL Durban and CIFAL Jeju-. But overall, the evaluation found a lack of familiarity from CIFAL Directors about the methodology and some level of doubt about its use and added value. Some CIFAL Directors indicated that the methodology had not been much used due to its recent rollout, but the guidebook has been produced in 2010. The evaluation noted that the methodology and materials supporting CityShare are from 2003 and the guidebook recommends using a CD Rom that may not operate on recent computers³⁰. Furthermore, the layout and look and feel of the guidebook are 10 years old and do not comply with

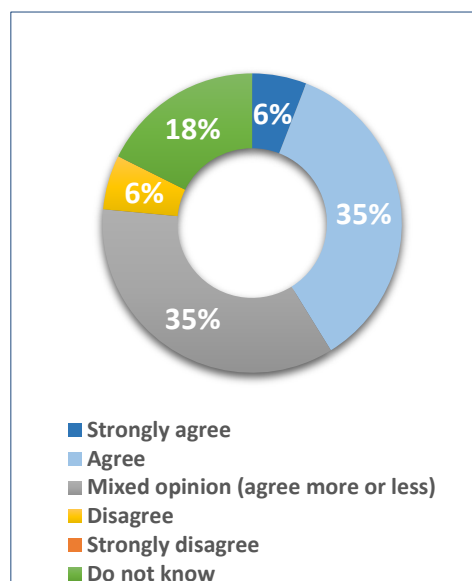


Figure 10: CIFAL Director's assessment of: "The CityShare methodology has been effective in contributing to sustainable learning and other results"

³⁰ As per the CityShare Guidebook: "A number of electronic files such as PowerPoint presentations and software to draw diagrams are an integral part of the CityShare methodology. Without these files the process cannot be fully understood nor used for workshop facilitation. We attached a CD Rom to this guidebook which presents the self-assessment on AIDS competence conducted by the Lyon AIDS commission facilitated by UNITAR and UNAIDS in 2003. This CD Rom will help the reader understand the spirit of the self-assessment process, the main pillar of

UNITAR's branding policy for the CIFAL network. While some contents of the brochure and the proposed approaches/techniques are probably still applicable, there are nowadays additional means to foster knowledge exchange and learning including through new -collaborative- technologies for example. Some of the CIFAL Centres have expertise in neuroscience, all in learning, some in information technology. CIFAL Flanders for example uses Action Based Learning in the programmes³¹. There is probably a need for a thorough revision and update of CityShare with a view of offering a state-of-the-art methodology that could be used and advertised by the CIFAL Centres as a distinctive advantage composing a unique value proposition and making better justice to the CIFAL brand and beneficiaries.

37. About 88 per cent of the CIFAL Directors survey respondents indicated that their CIFAL Centre had incorporated a human rights-based approach and a gender mainstreaming strategy in the selection of direct and indirect beneficiaries. Several CIFAL Centres referred to partnerships with UN Women e.g. CIFAL Quito, CIFAL Philippines and to delivering training programmes on gender equity e.g. CIFAL Atlanta and CIFAL Philippines. As indicated earlier, the proportion of female participants in training programmes delivered by the CIFAL Global Network is higher than the UNITAR all ratio. Some Centres referred receiving more applications than spaces available to attend face-to-face training programmes with learning objectives, which can be leveraged to select participants with a gender-based approach. On a different note, CIFAL Madrid set up a 300 hours postgraduate programme on Expert in Direction and Management of Road Safety. The programme is delivered face to face over a period of 4 weeks by 40 professors from Universidad Europea de Madrid and other experts. The programme grants 25 credits under the European Credit Transfer and Accumulation System (ECTS) and costs 2,400.00 euros, but scholarships are provided for up to 50 per cent of the tuition fees. Participants with disabilities are provided full scholarship.

38. According to the evaluation survey, only 59 per cent of CIFAL Director respondents agreed that the structure of CIFAL Centres including a Board, a Director and an Advisory Committee was effective -Figure 11-. This overall finding aggregates very different situations and perspectives. Several CIFAL Centres have installed a Board and an Advisory Committee whose members are considered as strategic partners. They hold the potential to facilitate access to public and private sector organizations. They enable CIFAL Centres to gather and factor the needs of these networks when developing training programmes. CIFAL Malaga for example has a Board chaired by the mayor of the city and formed with high-level representatives (President or Director) of institutions such as Unicaja Banco (a bank), the Federation of Businessmen of Andalusian Region (CEA), or the Forum for the Peace in the Mediterranean. Among its Board members, CIFAL Flanders has representatives from the Antwerp World Diamond Centre, the Argenta Bank and Insurance Group, the Belgian Chambers of Commerce. As another example, CIFAL Philippines has on its board the UN Resident Coordinator, the Mayor of Quezon City, and the Former CEO of AirAsia Philippines. However, not all CIFAL Centres have established both a Board and an Advisory Committee or have fully maximized the governance structure proposed by UNITAR. Some CIFAL Directors indicated that support from UNITAR could be beneficial to "open doors" and to initiate high-level relationships in the country.

the CityShare methodology". UNITAR. 2010. CIFAL CityShare Methodology. The Facilitators' Guidebook Version 0.10. Internal document. Geneva.

³¹ It must be noted that according to the EMS, CIFAL Flanders has not organised a single learning event in the period of evaluation. Similarly as for other EU-based CIFAL centres, UNITAR reporting requirements for learning events which require personal data from participants such as email-addresses might have prevented the CIFAL centres from recording the events correctly in order to comply with EU GDPR.

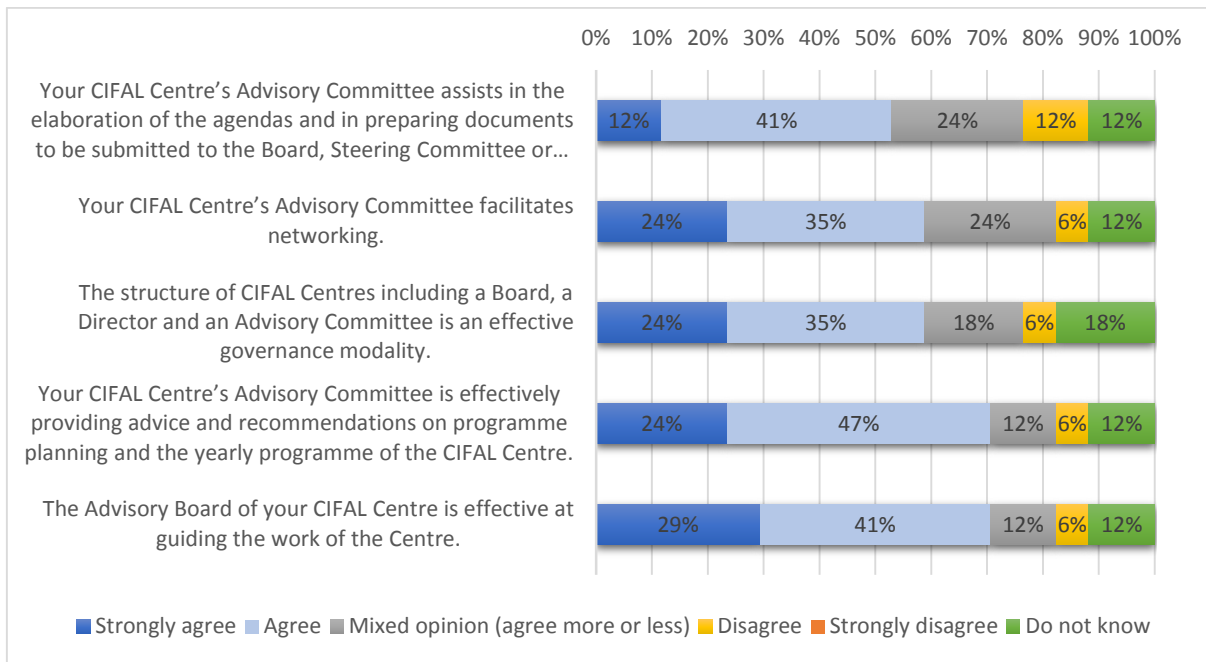


Figure 11: CIFAL Director's perception about the governance of the CIFAL Centre

39. All CIFAL Directors (i.e. 100%) agreed that broader knowledge-sharing events (e.g. conferences, public lectures, meetings) organized by their CIFAL Centre to deliver results had also been leveraged to raise the visibility of UNITAR and the CIFAL Global Network. This tends to be confirmed by CIFAL beneficiaries, with 83 per cent of survey respondents agreeing that participation in the CIFAL programme or event raised their awareness on the key issues of concern to the CIFAL Global Network. CIFAL beneficiaries indicated to a lesser extent that the event inspired them to register for UNITAR courses -Figure 12-. This was largely corroborated by research and analysis of the data recorded in the EMS, with only 0.1% of UNITAR training participants coming from a CIFAL programme or event, or less than 1 per cent of the CIFAL beneficiaries subsequently attend a UNITAR-delivered programme. There is little if any crossover between the training programmes organized by UNITAR and the CIFAL Global Network and no scaling. On a related note, many CIFAL Directors stressed that CIFAL was not a visible or well-known brand in the country and that UNITAR itself, despite its long history and reach, was not highly recognized. Many CIFAL Directors called for increased outreach, branding and communications. One CIFAL Director even suggested a global communication campaign. A few CIFAL Directors proposed also more direct in-person contacts between UNITAR management and senior officials and private sector executives in the country.

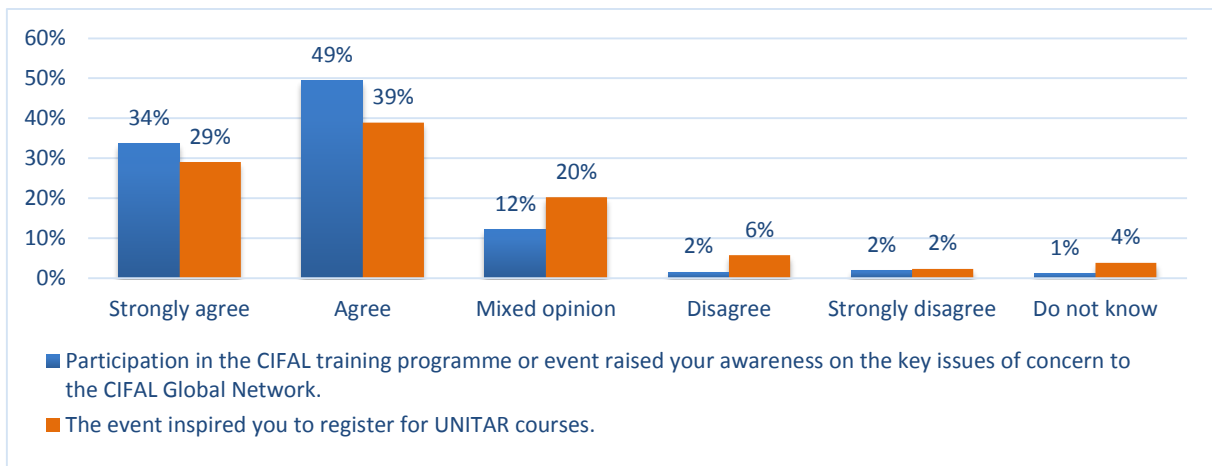


Figure 12: CIFAL beneficiaries' agreement with the proposed learning outcomes

4.3. Likelihood of Impact

40. According to evaluation informants, the CIFAL Global Network has helped to establish different modalities of collaboration between the CIFAL Centres, including:

- Joint delivery of programmes and events:** Several CIFAL Centres have jointly delivered programmes and events. In 2017, for example, CIFAL Jeju organized a workshop on *Cultural Tourism for Sustainable Development* with speakers from UNITAR, CIFAL Newcastle, and CIFAL Philippines, among other institutions. A joint event on *Road Safety* was organized by CIFAL Madrid and CIFAL Malaga in 2019. CIFAL Argentina delivered a range of workshops, courses and programmes in Quito, Ecuador, on *cognitive neuroscience*, and CIFAL Quito arranged to send 35 police officers to CIFAL Argentina to attend a training programme on neuroscience. Four persons were sent from CIFAL Quito to CIFAL Madrid for a certificate programme on *negotiation*. CIFAL Newcastle organized a meeting in Jeju on *Understanding development and resilience in South Korea*. CIFAL Newcastle delivered an interactive session during a *Global Careers Lunch and Learn* series at CIFAL Atlanta. CIFAL Miami contributed to a symposium organized by CIFAL Atlanta on *Sustainable Development through the Lens of the Built Environment*. CIFAL Flanders delivered a training workshop on *SDG implementation* at CIFAL Atlanta in August 2019. CIFAL Durban and CIFAL Flanders collaborated on a programme for homeless people.
- Shared resources and knowledge:** Several informants referred to the sharing of information resources, training materials and methodologies as one of the significant outcomes of the CIFAL Global Network. Examples of leveraging resources include reusing materials developed or translated by a CIFAL Centre e.g. in Spanish-; reviewing and adapting training materials from UNITAR e.g. CIFAL Bogota for a course on the Economic Empowerment of Women-; learning from and leveraging methodologies from UNITAR or CIFAL Centres e.g. CIFAL Durban and CIFAL Jeju collaborating on implementation of CityShare, CIFAL Argentina delivering methodological support on neuroscience and learning; promoting and attending online events organized by other CIFAL Centres e.g. e-learning programmes promoted across Centres, webinars from CIFAL Malaga attended by CIFAL Durban; etc. Several CIFAL Directors mentioned also having regular exchanges with other Centres for guidance and mutual support.
- Internships and exchange programmes:** CIFAL Atlanta has set up a domestic internship programme and sent also students and interns to CIFAL Jeju, CIFAL Durban and CIFAL Flanders (and discussions are in progress to send interns to CIFAL Madrid

and CIFAL Malaga; CIFAL Newcastle is considering sending interns to other CIFAL Centres). UNITAR has also hosted interns from CIFAL centres, including Atlanta, Quito and Shanghai.

41. Despite the above evidence that the CIFAL Global Network has promoted collaboration between the centres, several evaluation informants pointed out areas where the impact was found somewhat limited. In particular, programmatic partnerships between all centres as well as with UNITAR were reported more ad hoc and opportunistic than strategic. The above examples of successful collaboration were often referred as punctual and involving one CIFAL Director for example that would contribute to an event organized by another centre, but with limited cascading across the institutions and within UNITAR. Little evidence was found of thematic experts and academia from a range of CIFAL Centres and with UNITAR being engaged in jointly designing and delivering programmes or conducting research. Similarly, there is lack of evidence of installing global or international training programmes for global corporations that would benefit from a consistent learning experience across different countries. Except in some cases, partnerships with UN organizations and with UNITAR Divisions were reported to be underused, possibly limiting the scale of impact (see also section on Efficiency).

42. Furthermore, interviewees indicated a tendency to a certain level of regional clustering with reduced opportunities for joint work across regions unless proactively driven by one or another CIFAL Director. To some extent, the impact of the CIFAL Global Network on such matters was found reflective of a global presence and the time differences that it entails as well as of the current functioning. As an example, the monthly coordination calls were reported to be effective to enable participants to share information regionally but not much to provide an opportunity to connect globally and to create synergies. These calls were reported as useful and valued for the mutual updates they allow but provide little space and/or time for CIFAL Directors to engage in programmatic collaboration. In addition, the calls federate centres from a given region that do not necessarily have the same areas of thematic focus and disjoint centres that do share common topics. For example, sustainable tourism is a topic covered by CIFAL Centres in Jeju, Malaga, Miami and Merida. Similarly, cross-cutting programmatic topics do not really have a space through which collaboration and synergies between centres and their experts would be facilitated e.g. gender, neuroscience, gamification, etc. Joint programmes are often designed by/with experts and academia, but they do not have much contacts across the centres. There is not such a thing as programmatic conference calls or annual meetings on topics such as climate change, urban development DRR, etc. involving UNITAR experts as well as experts or professors from the CIFAL Global Network.

43. Finally, as a more general finding, the CIFAL Global Network does not have a logframe or specific objectives except for the output and indicator of achievement featured in UNITAR's biennial programme budgets. However, the output and indicator positioning the CIFAL Global Network in UNITAR biennial programme budgets link to the people pillar, whereas CIFAL delivery actually contributes to the objectives of other Divisions or programme pillars. Disaggregating CIFAL targets and achievements to show their contribution across UNITAR Divisions would strengthen shared ownership and further institutionalise the initiative and perhaps provide the needed incentives for collaboration. There is also no Theory of Change nor results framework for the CIFAL Global Network. Despite short and long-term results being defined in each Centre's Partnership Agreement, the initiative has not defined outputs and outcomes it intends to achieve together with indicators and targets to set concrete direction to collaboration among other possible expected achievements. There are presently no key performance indicators (KPIs) to monitor progress on and guide decision making to ensure their realization whatever the targets are³². Altogether, although the CIFAL Global Network has

³² For instance, output indicators for collaboration could be as trivial as number of joint events organized per year, number of courses designed in partnership, number of students attending the course of another centre,

helped to establish different modalities of collaboration between the CIFAL Centres, this goal appears to remain in the making.

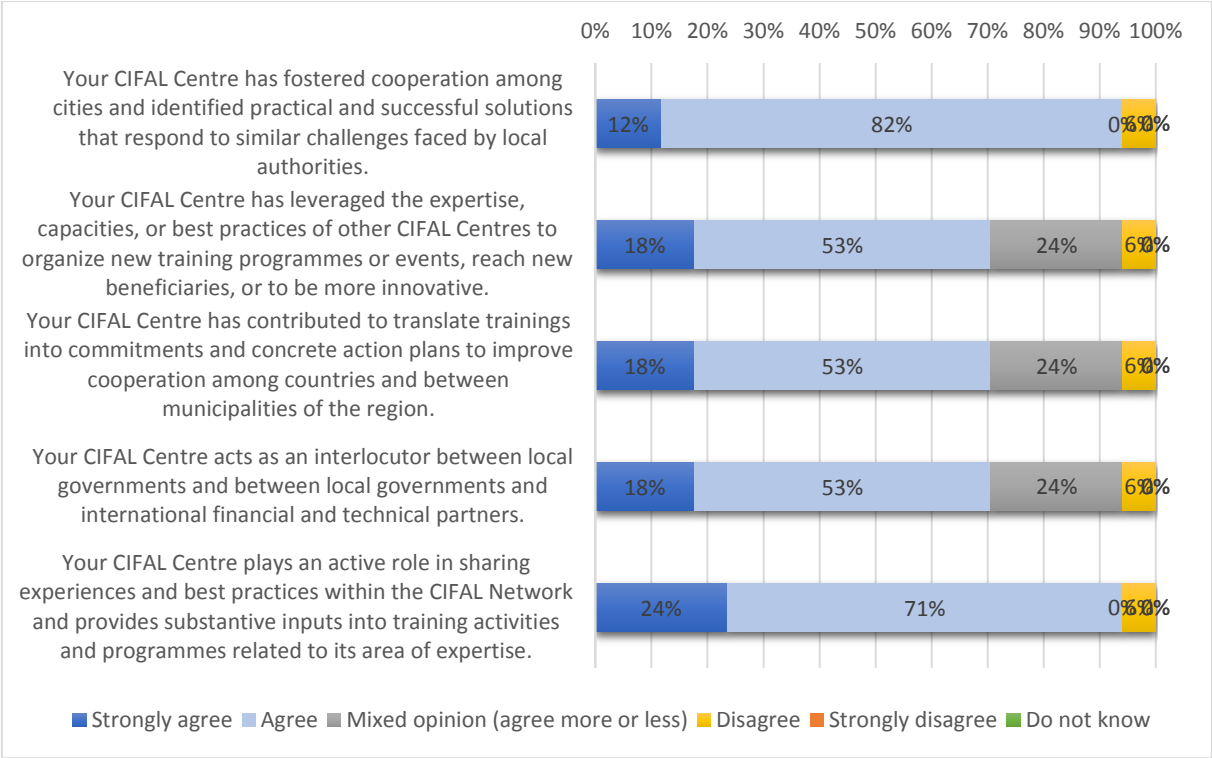


Figure 13: CIFAL Director’s perception about the impact of the CIFAL Global Network

44. Among the end-results and organizational changes, several informants mentioned that the CIFAL Global Network has contributed to create a network and sub-networks (e.g. Asia Pacific Centres, Spanish speaking Centres) through which each Centre has gained additional visibility, credibility, and capacities. Reference was made also by several informants about a contribution to improving the quality of the training programmes for instance through setting learning objectives and by assessing the level of satisfaction of the beneficiaries. Furthermore, the initiative was reported to have raised awareness of the SDGs among targeted stakeholders, for instance local and national authorities responsible for legislation. According to the evaluation survey, a majority of CIFAL Director respondents found that CIFAL Centres have contributed to translating trainings into commitments and concrete action plans to improve cooperation among countries and between municipalities of the region, and to foster cooperation among cities and identified practical and successful solutions that respond to similar challenges faced by local authorities (see Figure 13).

45. CIFAL beneficiaries shared significant evidence of the difference that the CGN has made in advancing sustainable development and sustainable learning (see Annex 5). According to the evaluation survey, 75 per cent of CIFAL beneficiary respondents assessed that the knowledge and skills acquired during the CIFAL programme or event contributed to advancing sustainable development (Figure 14). It is interesting to note that cross-tabulations of survey results indicate stronger agreement of impact from beneficiaries that attended CIFAL programmes or events with learning objectives than from beneficiaries that attended CIFAL

etc. Outcome indicators could leverage the Cooperation Agreements signed between UNITAR and the CIFAL Centres where expected results could be made more specific for the CIFAL Global Network as a whole -e.g. number of agreements on city-to-city, country-to-country, and between key actors in different areas that strengthen CIFAL Centre workspaces-, and the like for the impact level -e.g. number of strategies that integrates economic, social, cultural and environmental dimensions of development, etc.-.

programmes or events with no learning objectives. According to the evaluation survey, 29 per cent of the respondents that attended programmes or events with learning objectives agreed strongly to contributing to improved performance or results of their organization versus 19 per cent for those who attended programmes or events without learning objectives; 32 per cent of the respondents that attended programmes or events with learning objectives strongly agreed contributing to advancing sustainable development versus 24 per cent for those that attended programmes or events with no learning objectives; 29 per cent of the respondents that attended programmes or events with learning objectives strongly agreed that they were successful in helping achieve their organization’s goals versus 16 per cent for those that attended programmes or events with no learning objectives. Altogether, CIFAL programmes or events with learning objectives were found more impactful than programmes or events with no learning objectives (Annex 5).

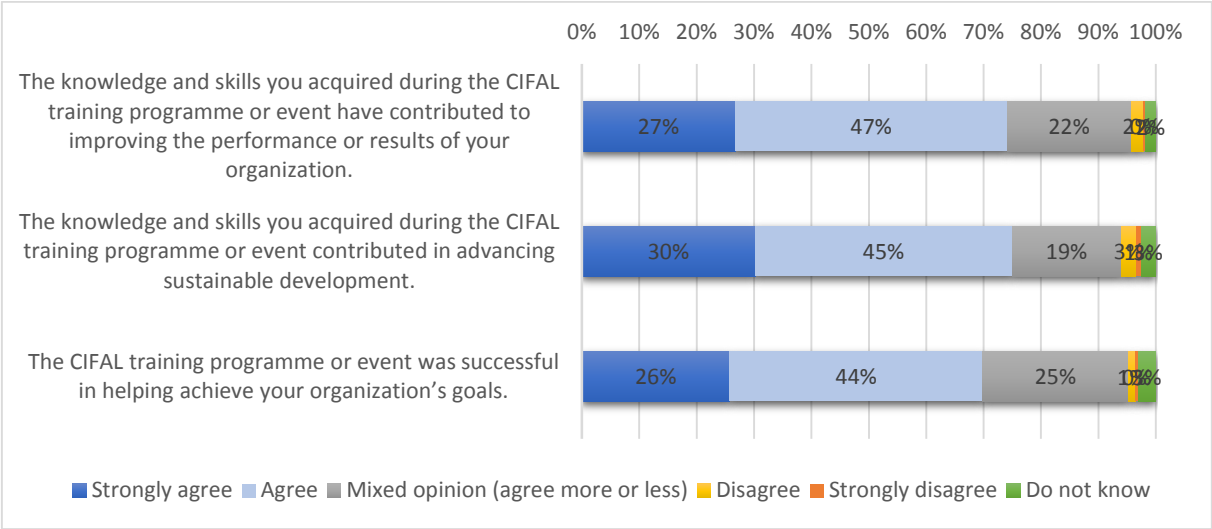


Figure 14: CIFAL beneficiaries’ perception about the impact of the CIFAL Global Network

46. Areas where the CIFAL Global Network was reported to have a contribution include:
- **Public sector and business development**, such as opening new advisory service lines and business activities related to sustainability; building an academy and a social business in order to implement sustainable interventions on survivor engagement; creating an office in charge for the tourism, culture, arts and information programs of a city; etc.
 - **Improvement in public procedures, business processes and operations**, such as mapping production chain to speed up the processing time without losing the metric accuracy; or ensuring that screening of passengers, mails and cargo departing airports meet International Civil Aviation Organization standards; or maximizing the retributions from drills by reducing cost, improving the protocols for observants; etc.
 - **SDG-related achievements**, such as embedding SDGs into organizations; supporting the adoption of several legislations on environmental issues; improving of DRR, emergency plans and emergency preparedness and recovery, etc.; and
 - **Environmental improvements**, such as policy changes implemented in relation to solid waste management (SWM); cutting the use of plastics in by 98 per cent to reduce waste in a facility; improving the organization of SWM and wastewater treatment planning in a city; etc.

47. Two CIFAL Centres have also strived to document the impact of their activities. CIFAL Jeju has collected evidence of implementation of a SWM system in two areas of Sri Lanka after a training programme. More recently, CIFAL Flanders has also conducted 15 in-depth interviews with partners from the ecosystem of CIFAL Flanders to inform the impact report ‘5-

year CIFAL Flanders'. These good practices were complemented this year with the development of publications summarizing outcomes and best practices resulting from ongoing workshops delivered by centres of the network in the areas of human trafficking, SDGs and road safety.

4.4. Sustainability

48. CIFAL beneficiaries returned positive assessment of the sustainability of the learning outcomes of the training programme or event they followed. Interestingly, 88 per cent of the survey respondents indicated that they shared the information and knowledge from the training with their colleagues, showing some spill-over effect of the programmes. The evaluation also noted the case of a former CIFAL Centre that continued to leverage the UNITAR and CIFAL Global Network approach in current activities, including some of the institutional arrangements, policies, quality assurance, method to develop learning outcomes, and quoting UNITAR's 'trademark'.

49. Some but few CIFAL beneficiaries indicated that they were able to maintain some of the relationships and networks with fellow programme participants, as an enabling factor for sustainability. However, most often, survey respondents rather called for the installation of a modality to nurture the relationships and networks established by the CIFAL Centres. For instance, survey respondents suggested *“To create a community of the students, so we could do more networking and keep learning from each other”* or *“Stay contact with the participants use social media, try to reconnect with the people who takes the CIFAL training programmes”*. Several respondents proposed also to have regular learning events and updates to continue building capacities on the topics, for instance *“CIFAL should organize periodically events with previous trainees in order to update information and Exchange experiences”* and *“The participants should have follow-up training in order to strengthen their capacities”*. A few CIFAL beneficiaries also regretted that there was a time cap before being to reapply to some of the CIFAL training programmes (e.g. *“Participants should be given booster course in about two years but UNITAR has a system that you can apply only after five years”*).

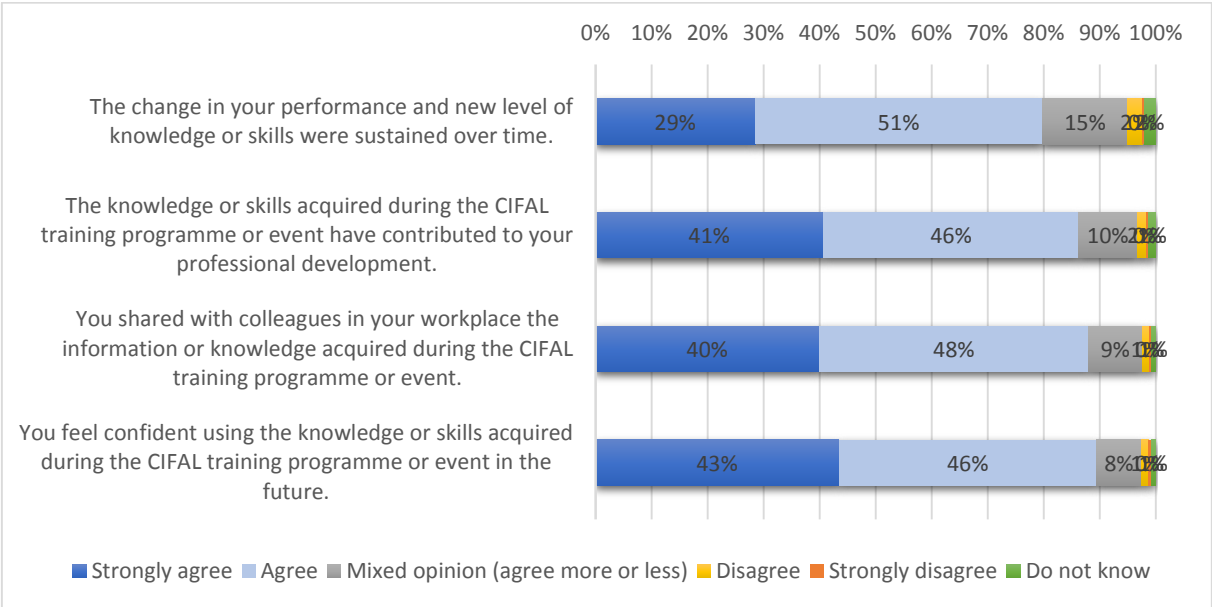


Figure 15: CIFAL beneficiaries’ perception about the sustainability of the learning outcomes

50. Two main factors -sometimes intertwined- can be highlighted as particularly influential for the sustainability of the CIFAL Global Network. The first element regards the funding of the CIFAL Centres. Although being widely acknowledged by CIFAL Directors as an enabler or major constraint, this factor confronts different realities across the network. Several CIFAL Centres have either a strong institutional anchor that secures funding e.g. university,

professional association or a network of funding partners large enough to make the CIFAL structure quite resilient and rather adverse to financial problems. However, some other Centres have very few funding sources - if not just one- which are themselves bound to successful fundraising and resource mobilization. This is likely to reduce the strategic and operational visibility of such centres. A second factor influencing the sustainability of the network is the type of partnership established between the CIFAL Centres and the host institutions. Centres that are linked to a municipality and its electoral cycle are bound to a policy agenda and priorities that may change over time. As put forward by a CIFAL Director “*Political determination to make contributions to international cooperation*” is key. Where resources are limited and barely enough to respond to local training needs, it may be difficult to advocate for organizing programmes in other cities or to deliver programmes locally for participants from other regions or countries. In order to alleviate such constraints, two CIFAL Centres previously hosted by a city/municipality were transitioned to a more sustainable structure - CIFAL Atlanta to Kennesaw State University and CIFAL Curitiba to the Social Service of Industry of Paraná – SESI/PR and the Federation of Industries of the Paraná State – FIEP.

51. Cases were reported of CIFAL Centres that closed because of funding constraints e.g. CIFAL Scotland, CIFAL Ouagadougou or because of a lack of compliance with UNITAR policies e.g. CIFAL Zurich and CIFAL Bengalaru. Altogether, this leaves the sustainability of the CIFAL Centres quite dependent on the local context. About 76 per cent of the CIFAL Director respondents agreed that they would be able to operate under a different modality if the funding for the CIFAL Global Network was to cease (Figure 16). As for the CIFAL Global Network itself, it does not currently seem that the initiative would be sustainable if the funding from the CIFAL Centres was to cease. UNITAR’s management team supporting the network only has one regular staff member and relies mostly on personnel with temporary contracts and consultants. UNITAR is a project-based organization and this set up is the modus operandi of all the organization’s divisions, however.

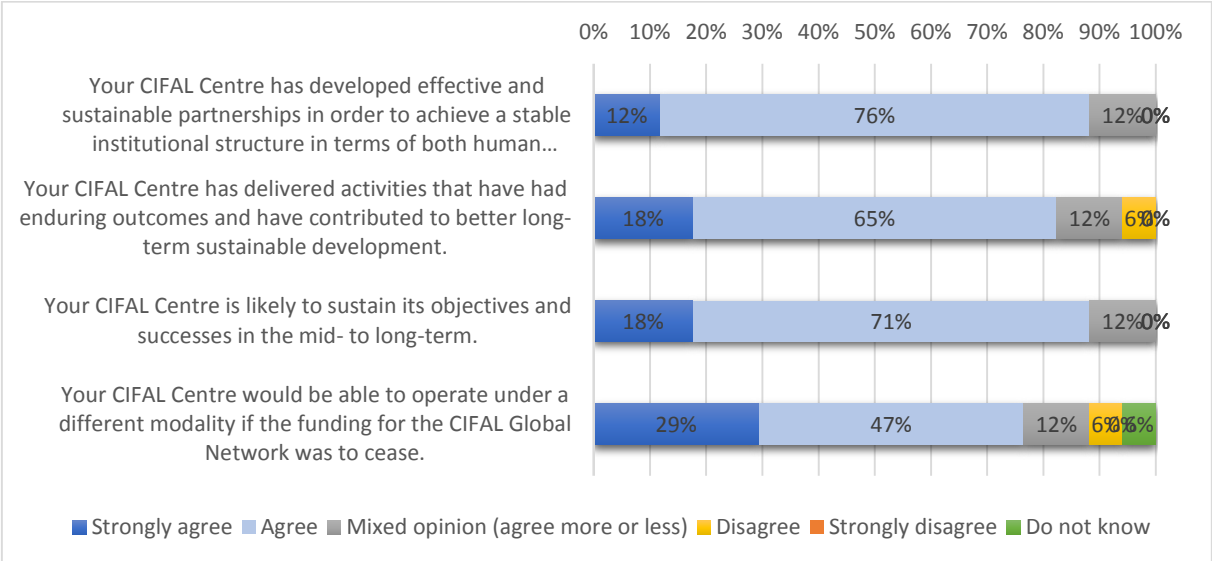


Figure 16: CIFAL beneficiaries’ perception about the sustainability of the learning outcomes

52. Altogether, the evaluation found that the CIFAL Global Network is likely to sustain its objectives and successes in the mid- to long-term. The business model of the CIFAL Global Network (and by extension, the impact of its footprint) is dependent on the added value that the CIFAL Centres get from UNITAR and from each other, and on the added value that they create themselves for their partners, stakeholders and beneficiaries. Some CIFAL Centres are confronted to a significant level of uncertainty when it comes to their financial sustainability and therefore to the future of the partnership with UNITAR. But many CIFAL Centres do not face financial constraints as vividly and the majority of the CIFAL Directors is supportive of the network, formulating a clear interest for sustaining the partnership. Furthermore, the SDGs

provide a platform for a long-term commitment to supporting their realization. Prospects are arising also of an increased interest in and involvement of cities in contributing to their achievement, including through Voluntary Local Reviews³³ of the 2030 Agenda. This creates a potential demand for the CIFAL Centres and further legitimates the rationale, positioning and added value of the CGN. Accordingly, the overall architecture is likely to be sustainable for the Centres and for UNITAR.

4.5. Efficiency

53. The efficiency of the CIFAL Global Network can be assessed from at least three angles, including the programme delivery based on the CIFAL Centres' budgets, income and expenditures; the efficiency of UNITAR leveraging the network to help achieve its objectives; and the efficiency of UNITAR providing services to the network. As the discussion below shows, there is some overlap in the discussion of these three angles.

54. In terms of CIFAL programme delivery, CIFAL Directors expressed striving for efficiency as most of the programmes are delivered free of charge for participants. Cost-efficiency implies inter alia providing to UNITAR and the entire network the training materials and e-learning courses developed by CIFAL Centres, adapting training materials and methodologies from other CIFAL Centres, contributing to the promotion of each other's programmes including e-learning courses, using websites and social media and other channels to promote programmes and events. For example, CIFAL Jeju promotes programmes and events by posting them on the Citynet website³⁴. Citynet is the largest association of urban stakeholders committed to sustainable development in the Asia Pacific region. It was established in 1987 with the support of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat), and has grown to include over 130 municipalities, NGOs, private companies and research centres. Another modality frequently used by the CIFAL Centres to reduce operating costs is to engage with interns and students to support the organization of programmes and events. While efficiency of programme delivery can only be assessed against information on budget, income and expenditures, the strong partnership delivery mode and collaboration between and among Centres provides some evidence of resource efficiencies. As discussed elsewhere in the report, there are also opportunities to strengthen resource efficiencies, however, through increased engagement with UNITAR Divisions.

55. From the angle of servicing the CIFAL Global Network, SDP reported seven individuals involved in the provision of services to the network with an overall time commitment equivalent between 2 and 2.5 full time staff, broadly involving 25 per cent of the time of the SDP Director (UNITAR regular staff), 80 per cent of the time of the CIFAL Associate Director (consultant), 40 per cent of the time of a consultant for operational support, 20 per cent of the time of a consultant to support the monthly coordination calls, 20 per cent of the time of a consultant for e-learning support, 20 per cent of the time of a consultant for graphic design, and 20 per cent of the time of a consultant for website support. The team is engaged in supporting the functioning of the CGN as a whole but also assists some CIFAL Centres by responding to specific and punctual needs (e.g. graphic design and layout of publications, website support, etc.).

56. In addition to overseeing the application of the CIFAL Guidelines and producing the annual training catalogue, the SDP team records all CIFAL events and beneficiaries in the EMS for UNITAR to include the network's activities in its annual reporting exercises. The evaluation found that there was some duplication in the work performed, in the sense that the CIFAL Centres provide UNITAR with data and information that would then have to be vetted

³³ <https://www.reuters.com/article/us-climate-change-un-cities-exclusive/exclusive-cities-to-step-up-at-u-n-to-push-climate-fight-sustainable-development-idUSKBN1W1270>

³⁴ <https://citynet-ap.org/>

before being recorded by SPD in the EMS. While the SDP team found this review important particularly for Centres new to the network and with limited human resources, it was also described as very time consuming for SDP. For the Centres that are well established, there may be opportunities to explore modalities that will produce increased resource efficiencies.

³⁵.

57. The evaluation requested but regrettably was not provided with a broad breakdown of expenditures of SDP performing its services for the network e.g. staff, travel, annual meeting, printing, etc. A report from the UN Board of Auditors in 2017 noted that the “the costs of supporting CIFAL centres have been calculated and the affiliations fees have been found to fully cover the costs associated with UNITAR collaboration with the CIFAL network.”³⁶ The total contributions have varied over time and by the number of CIFAL Centres in the network as shown in Figures 17a and 17b. The evaluation could not assess what these costs were, however. Knowing the annual budget and expenditures would help assess efficiency and determine if the contribution structure is adequate or if a revision to the services or fee structure is necessary in order for SDP to provide the range of services required.

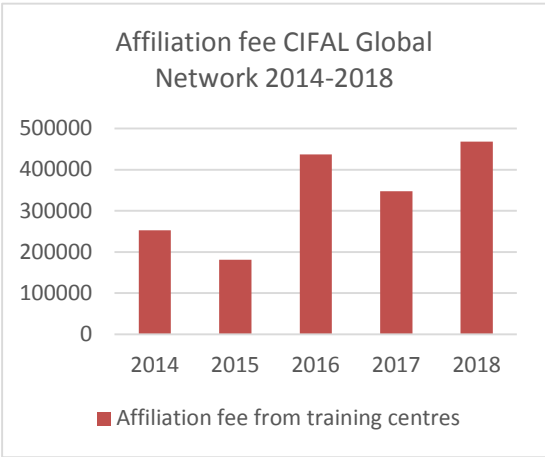


Figure 17a: Total CIFAL affiliation fees received by UNITAR (in USD)

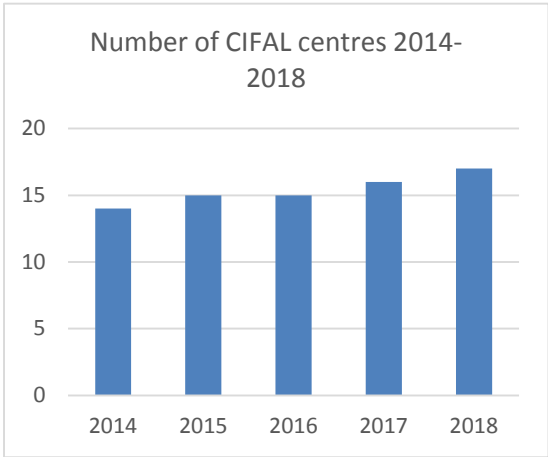


Figure 17b: Number of CIFAL Centres

58. In terms of timely achievement of the CIFAL Global Network’s outputs and objectives, key informants indicated that many of the action points identified during the 15th annual meeting in 2018 were completed, including the development of impact stories about the CGN, the provision by UNITAR of a table indicating focal points at UNITAR for CIFAL matters, the creation of a common list of experts by the network to better leverage the shared resources for both individual centres and the Network as a whole. Action points on which little or moderate progresses were made include the most strategic ones such as increasing the visibility and external outreach of the CGN at large and strengthening fundraising efforts.

³⁵ Contribution fees are put in a non-reporting fund pooled account..

³⁶ United Nations. 2017. *United Nations Institute for Training and Research. Financial report and audited financial statements for the year ended 31 December 2016 and Report of the Board of Auditors. A/72/5/Add.5.* UNGA. New York

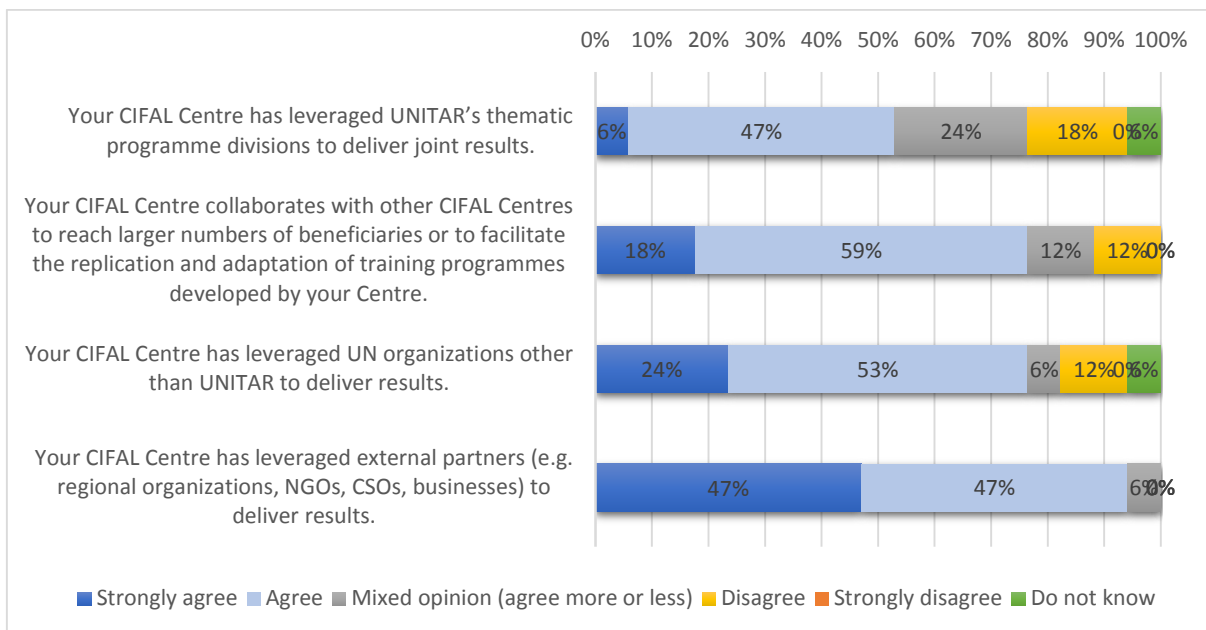


Figure 18: CIFAL beneficiaries' perception about the sustainability of the learning outcomes

59. Overall, the collaboration amongst CIFAL Centres was found conducive to the functioning of the CIFAL Global Network and achievement of results, despite some limitations. According to the evaluation survey, 77 per cent of the CIFAL Director respondents indicated that their CIFAL Centre collaborated with other CIFAL Centres to reach larger numbers of beneficiaries or to facilitate the replication and adaptation of training programmes developed by their Centre (Figure 18). This positive assessment was illustrated previously with examples of joint delivery of programmes and events (confer section on Likelihood of Impact). Collaboration between Centres was referred effective among the centres of the Asia Pacific region, that formed last year a sub-network. Similarly, exchanges and collaboration between several Spanish-speaking centres were positively assessed by some informants. However, the review of information in the EMS seems to suggest otherwise in terms of cross-regional or global collaboration. Looking at the events, very few (less than a handful) are recorded in EMS as implemented with other CIFAL centres. This could be a matter of not correctly inputting data into the system, but it could also reflect that these activities are very light forms of collaboration not meriting to be recorded or regard altogether only an anecdotal proportion of the overall delivery.

60. CIFAL Directors pointed out several gaps in the current set up. Collaboration across regions for example was found overall rather limited, such as between Latin America and Asia and the Pacific. Several informants regretted that the expertise of their Centre was not more systematically tapped or opportunities for collaboration better leveraged when another Centre was planning a new programme or event. Several CIFAL Directors indicated also that collaboration was frequently ad hoc but lacked a strategic vision and binding direction around which to focus joint developments of the CIFAL Global Network throughout a few years. Road safety for example was mentioned as a rather widespread area of competence that could be better synergized and scaled into a global signature service. Other topics within the SDGs have not established the level of collaboration among CIFAL Centres that several informants would have hoped for. It is also interesting to note that several CIFAL beneficiaries suggested stronger collaboration between CIFAL Centres up to installing a capability to complete part of a programme with another Centre or to enrol in cross-regional training programmes. Some academic institutions for example run training programmes across several campuses/countries through which students form international project teams that collaborate online during a course. Other institutions provide trainings were participants rotate across several countries. Etc. According to CIFAL Directors, a demand exists for international programmes that is not

fully tapped. CIFAL Atlanta for example mentioned the interest from some beneficiaries to attend programmes in Asia and conversely from beneficiaries in Asia to attend programmes in North America. But overall the evaluation noticed an agreement that the CIFAL Global Network was not maximizing its full potential on those areas, leaving room for efficiency gains and increased effectiveness.

61. Very few CIFAL Centres have established collaboration with UNITAR Divisions. Some CIFAL Centres indicate that some training programmes are jointly delivered with UNITAR such as on disaster risk reduction (DRR)³⁷, but UNOSAT, the UNITAR programme which specialises in the analysis of satellite imagery, resilience and DRR related work, was unaware. In fact, since 2014, there were eight DRR related training courses delivered by the CGN (e.g. CIFAL Jeju, CIFAL Newcastle). Other CIFAL Centres are delivering training on introduction to the 2030 Agenda, yet UNITAR's unit specializing in supporting the strategic implementation of the 2030 Agenda has no cooperation or contact with the CGN. This is the same with climate financing and green bonds, yet absolutely no contact was reported with the planet division or the Green Development and Climate Change Programme Unit. Other issues of common programming include cyber security, extremism and terrorism, demonstrating that CIFAL Centres and UNITAR divisions are often working on identical issues but without any form of collaboration. A review of the EMS³⁸ indicates that more than 50 per cent of the CIFAL events are on thematic areas covered by the various UNITAR divisions (mainly Planet, People, Agenda 2030, Prosperity, UNOSAT and to some extent Peace and Multilateral Diplomacy), as shown in Figure 19. Despite the many CIFAL events on thematic areas which clearly overlap with UNITAR programming, there is a lack of coordination or sharing between CIFAL and UNITAR divisions. This lack of coordination or collaboration hardly produces resource efficiencies in leveraging the network or the network leveraging UNITAR. As noted earlier, several inhibitors were identified to explain such missed opportunity despite visible and repeated management encouragements within UNITAR. Limiting factors include little awareness among UNITAR Divisions about the offerings of the CIFAL Centres and their capacities to deliver quality programmes and events; a lack of institutional incentives as UNITAR Divisions are project-based and willing to engage in activities that are funded but less inclined to invest in designing programmes that have unclear financial prospects; backstopping by the SDP team to avoid CIFAL Centres to be charged for requests made to UNITAR Divisions; a portfolio of programmes and a volume of delivery from UNITAR Divisions that are already significant; some concerns from UNITAR Divisions that CIFAL Centres take up some of their delivery after an initial phase of collaboration; and probably a cultural perspective that the CIFAL Global Network is an external initiative.

³⁷ <https://cifal.newcastle.edu.au/programs/>

³⁸ The review was only based on the event titles.

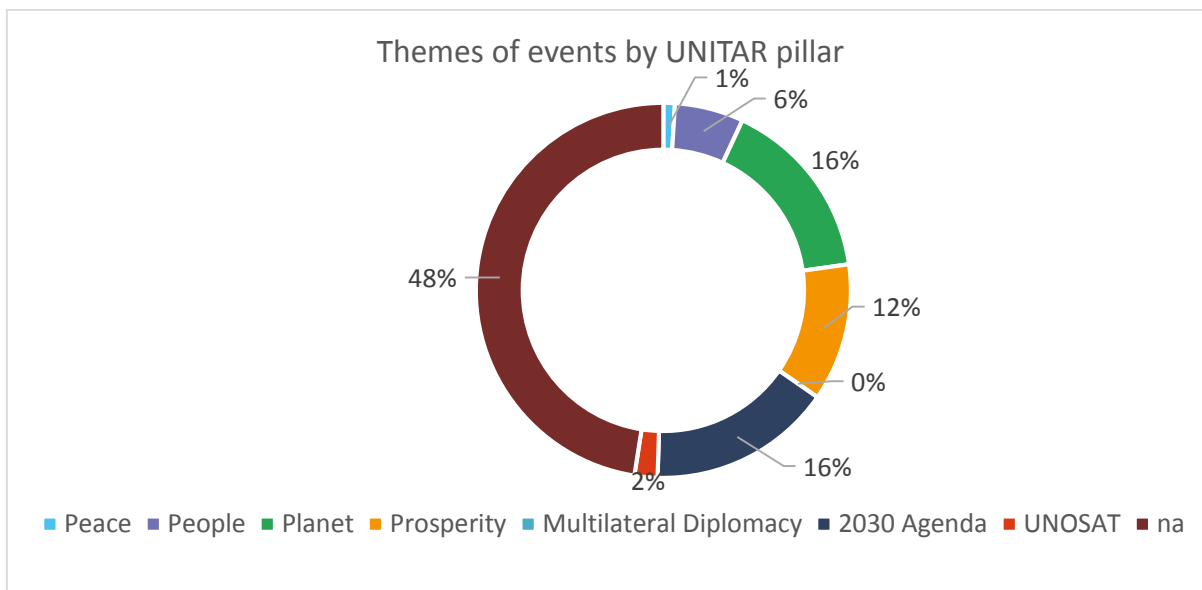


Figure 19: CIFAL event topics 2014-2018 according to UNITAR pillars

62. As for collaboration with UN organizations, the picture is slightly more favourable. CIFAL Philippines has developed collaboration with a range of UN organizations -the UN RC is part of the board of the Centre- including UNDP, UN Women, International Labour Organization (ILO), International Organization for Migration (IOM). However, these partnerships are local and focused on the delivery or contribution to a limited number of programmes. CIFAL Quito has built relationships with the 14 UN institutions in the Ecuador. One staff from the CIFAL Centre is a member of the UN communications group, which has helped to create links. The CIFAL Centre works as a partner in charge of capacity building and trainings in UN projects as a genuine UN partner. As another case, CIFAL Durban also has engaged in joint activities with UN-Habitat on Human settlements, UNDP on SDGs, and United Nations Children's Fund (UNICEF) on education. CIFAL Jeju has UNISDR among the partners of the Centre. Nevertheless, several other CIFAL Centres indicated a complete disconnect from the UN agencies in the country, including that CIFAL was not recognized as an external partner to the UN, nor referred with/through UNITAR on the UN RC site, nor involved in supporting the implementation of UN projects despite expertise in capacity building and capabilities on thematic areas and the SDGs. UNITAR SDP stated clearly that CIFAL Centres must not be recognized as UN offices or UN partners as they are not part of the UN, but affiliated to UNITAR. Furthermore, CIFAL centres are not implementing UN projects but delivering training in support of UN goals. CIFALs are not UN agents or representatives of UNITAR. However, several CIFAL Directors found that UNITAR could be more engaged at country level to help them establishing relationships with the UN community and step into UN processes such as the UNDAF. Finally, all CIFAL Directors recognized that their CIFAL Centre had leveraged external partners (e.g. regional organizations, NGOs, CSOs, businesses) to deliver results (Figure 18).

63. In general, evaluation informants found the management arrangements of the CIFAL Global Network to be efficient, including the network oversight provided by UNITAR and the annual session of the CIFAL Directors. All interviewees highlighted that the monthly coordination calls were an effective mechanism to stay up to date with the UN agenda as well as with the activities of the other Centres. The annual meeting was also noted as an effective avenue to build personal relationships between CIFAL Directors and to get an overview about the achievements of the network. Limitations or shortcomings in the current set up, as pointed out by informants, include the lack of room for triggering collaboration and joint projects out of the monthly coordination calls and annual sessions. Considering the number of CIFAL Centres, those two mechanisms are effective for information sharing, but there is no space

and time to identify, discuss, and engage in joint activities. Some informants noted also that the annual session was for the CIFAL Directors but that the staff and personnel of the CIFAL Centres could also benefit from stronger interactions -and meetings eventually- as they are bound also to work together from time to time.

4.6. Support provided by SDP to the GCN

64. CIFAL Directors acknowledged the support provided by SDP in implementing the CIFAL Global Network's activities. The guidelines developed over the years, the monthly coordination calls and the minutes shared with CIFAL Directors, the efforts deployed to nurture contacts between Centres, and the annual sessions were favourably commented by informants. As indicated earlier, the promotion of synergies with other parts of UNITAR did not prove most effective but bottlenecks are more institutional than attributable to the SDP team³⁹. CIFAL Directors pointed out also needs for increased support. Several CIFAL Directors indicated that besides the above interactions and the annual meeting there were very little exchanges with UNITAR's management. Some of the CIFAL Directors did not necessarily call for more frequent physical presence of UNITAR's management team by their side, but some did. In that case, they indicated that more regular in country support including to "open doors", help developing partnerships, meeting senior government officials, and private sector executives would be extremely beneficial to the visibility of the CIFAL Centre and UNITAR, and incidentally to the mobilization of resource -Figure 20-. Several informants called also for a mechanism such as a "Help desk" enabling swifter responses from UNITAR's management team, in the case of urgent queries. According to some CIFAL Directors, there should be a modality to receive feedback faster as it could take one week or more to get responses from UNITAR's management team where at that point it was not useful anymore. A few CIFAL Directors indicated that for some products of UNITAR's management team e.g. materials for the annual meeting, there was no consistent application of the graphic charter, layout, and look and feel over the years and that it was prejudicial to the visibility and professionalism of the network.

³⁹ Limiting factors include little awareness among UNITAR Divisions about the offerings of the CIFAL Centres and their capacities to deliver quality programmes and events; a lack of institutional incentives as UNITAR Divisions are project-based and willing to engage in activities that are funded but less inclined to invest in designing programmes that have unclear financial prospects; backstopping by the SDP team to avoid CIFAL Centres to be charged for requests made to UNITAR Divisions; a portfolio of programmes and a volume of delivery from UNITAR Divisions that are already significant; some concerns from UNITAR Divisions that CIFAL Centres take up some of their delivery after an initial phase of collaboration; and probably a cultural perspective that the CIFAL Global Network is an external initiative.

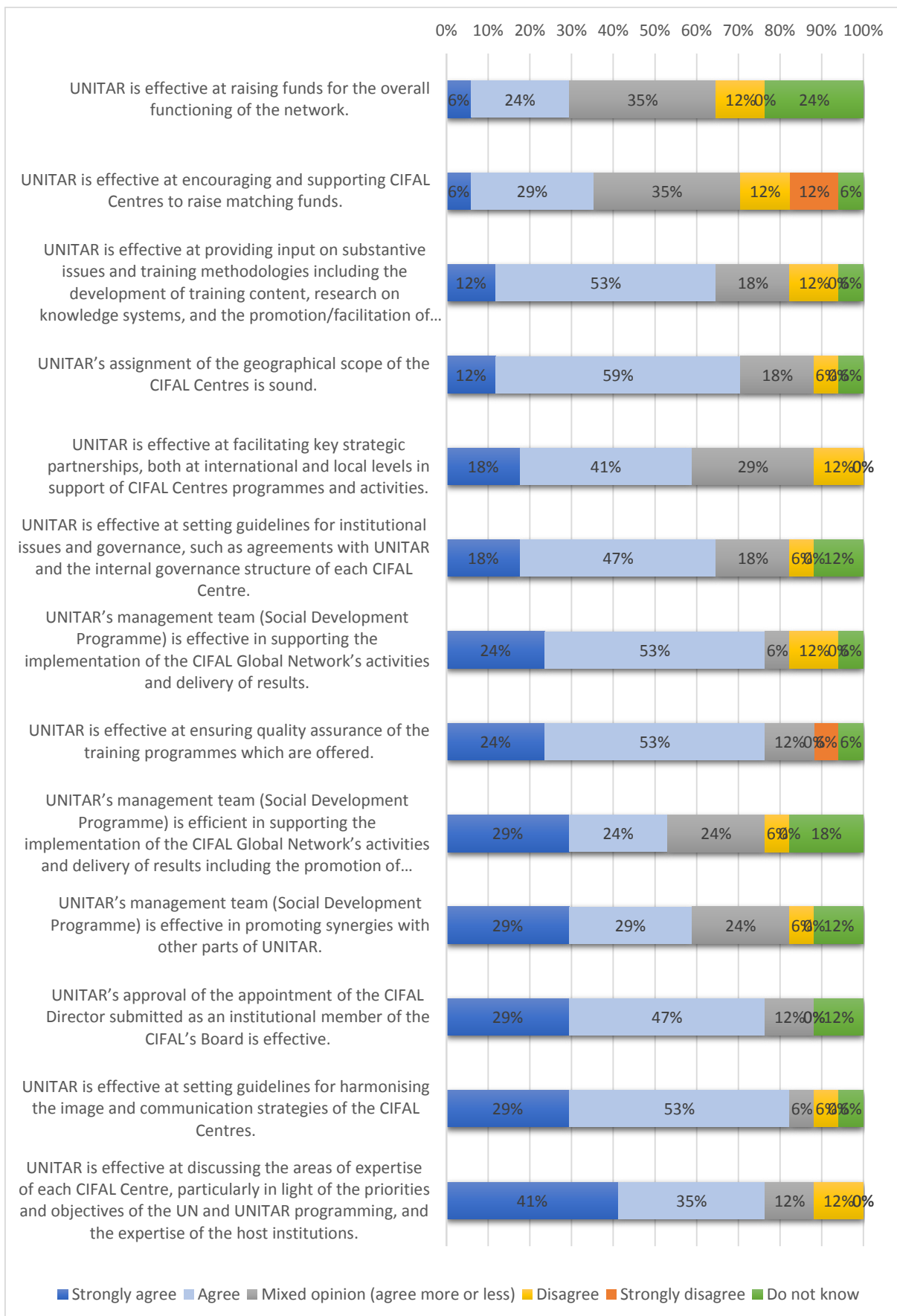


Figure 20: CIFAL Directors' perception about UNITAR's effectiveness in managing the CGN

65. According to the evaluation survey, the Annual Steering Committee Meeting is effective at contributing to ensure coherence and effectiveness within the CIFAL Global Network (Figure 21). Informants highlighted the benefits of the meeting to review past performance of the Centres by presenting activity reports and discuss work plans for the following year. The meeting was found less effective at using performance reviews as a learning tool to replicate good practices and share lessons-learned and promote collaboration/synergies among CIFALs and other elements of UNITAR programming. Several informants indicated that there was insufficient time eventually for discussions among sub-groups of CIFAL Centres to investigate specific areas of collaboration.

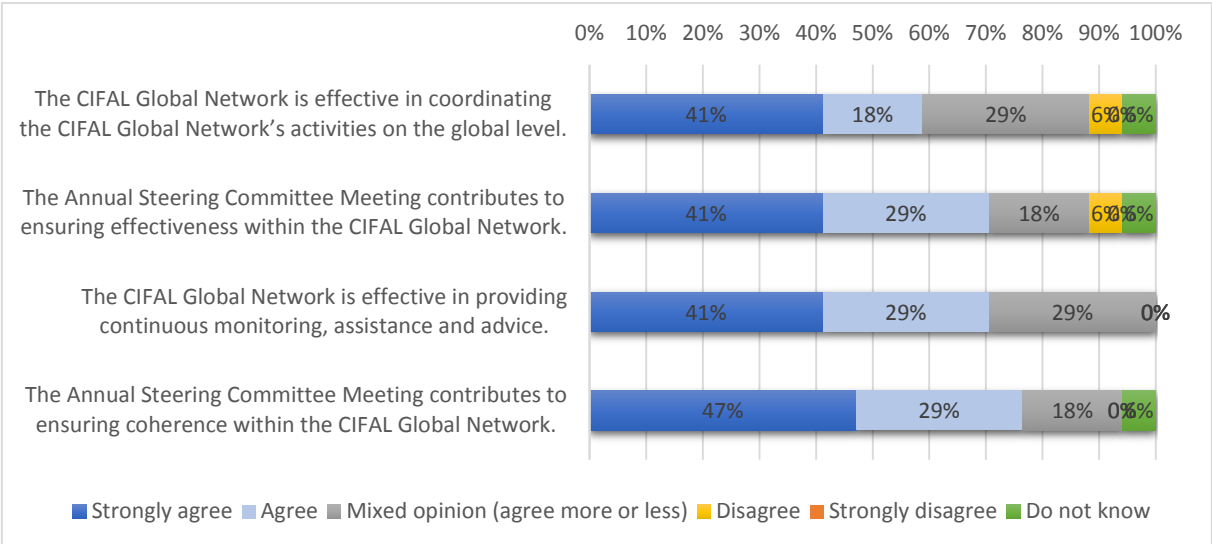


Figure 21: CIFAL Directors' perception about the effectiveness of the global governance of the CGN

66. About 59 per cent of survey respondents indicated that the CIFAL Global Network has been effective in coordinating the CIFAL Global Network's activities on the global level -Figure 21-. A more positive assessment was returned regarding the effectiveness of the CIFAL Global Network to provide continuous monitoring, assistance and advice. The SDP team has established several guidelines, standards and templates that can be leveraged by CIFAL Directors to reduce time to produce local materials or marketing collateral and to ensure consistent branding and quality across the network. These outputs are updated periodically. However, the evaluation observed that the application of the policies and guidelines was not systematic. Furthermore, the evaluation noted numerous inconsistencies with websites, referring to UNITAR in different ways, some with links to UNITAR, some without, some incorrectly recording the span of the network, or using outdated images. This regard not only the websites of CIFAL Centres embedded as a sub-domain of a website of another institution. The evaluation could not locate also the website of CIFAL Miami or did not find that the website of CIFAL Shanghai was entirely complying with the *Branding Policy for the CIFAL Global Network*. Several websites also are still referring to CIFAL Centres that were closed more than a year ago.

67. CIFAL Directors agreed more strongly being aware of UNITAR's policies and standards applicable to the Centre than adhering to those (Figure 22). However, interviewees indicated not having a clear understanding about all the policies and standards that apply or the extent to which they apply. Some informants referred to an anti-corruption policy and to private sectors partners having to adhere to the global compact principles, but not all informants seemed to have the same level of awareness about how to provide evidence of adherence to these requirements or if they were requirements. Similarly, UNITAR Gender Mainstreaming, Gender Equality and the Empowerment of Women Policy, UNITAR Monitoring and Evaluation

Policy Framework (M&E Policy), and UNITAR Quality Assurance Framework (QAF) were referred as partly applicable to the CIFAL Centres but without a clear understanding from all CIFAL Directors about what exactly applies. Formally, the scope of QAF was extended in April 2017 to the CIFAL Global Network, as reflected in the CIFAL Guidelines. As for the M&E Policy, the framework applies to the entirety of the Institute's operations and programming at headquarters and out-posted offices. Page 28-29 of the 2019 CIFAL guidelines summarize the provisions applying to the CGN: "*Evaluation and Reporting: The following provisions of the UNITAR Monitoring and Evaluation (M&E) Policy Framework shall apply, mutatis mutandis, to the CIFAL centres [etc.]*". According to the SDP team, CIFAL Centres effectively apply the QAF and the M&E Policy which both provide information that is recorded in the EMS. However, a review of EMS data showed a lack of adherence to UNITAR policies and practices, such as in the field of quality assurance, branding, certification. While the examples that were discovered were based on convenient and not systematic sampling, it showed an inconsistent application of the UNITAR certification policy (e.g. issuance of certificates of completion when the even does not qualify for such), wrong or poorly worded learning objectives, etc.

68. Informants pointed out pending information and knowledge needs, suggesting a missing Knowledge Management plan for the CGN. Due to the fact that two third of the CIFAL Centres are less than five years old, that there is attrition among the Directors and staff of the Centres, that interns rotate to support a programme or a Centre for a few months, there are on-going learning needs about how to run and operate a CIFAL Centre, about the functioning of the CIFAL Global Network, about UNITAR's policies and capacities, etc. For example, UNITAR has produced a two-pager on UNITAR's *Type of Events and Definition* that CIFAL Directors found qualitative. However, much more detailed information and support would be needed by some CIFAL Directors -and by the professors or experts they rely on- to effectively have the capacity to develop a well branded and effectively distinguishable UNITAR/CIFAL programme or event (workshop, seminar, retreat, etc.) coping with UNITAR's methodologies, procedures, quality processes and criteria, etc. Some CIFAL Directors mentioned the need for a CIFAL Operations Manual, for instance. Evaluation informants pointed out also that some guidelines overlap and were not updated, nor were entirely clear about what was prescriptive and directly derived from policies or what was purely advisory and guidance information. As indicated earlier, informants alluded to revising and updating the CityShare methodology. Codification of knowledge -methodologies, approaches, procedures, etc.- was perceived a worthwhile endeavour also it would allow to concentrate support on unique requests rather than on repetitive questions, eventually decreasing the negative returns of the time invested to supporting Centres that would not be sustained. Several informants mentioned also that the information systems were not integrated, involving duplicate work such as data reformatting and cleaning, and multiple entries. Finally, the evaluation noted that the limited level of integration and collaboration between CIFAL Centres as well as with UNITAR Divisions paves the risk of cost inefficiencies in cooperation.

69. According to the cooperation agreements signed between UNITAR and the host institutions establishing a CIFAL Centre, CIFAL Centres are expected to achieve "*A number of agreements on city-to-city, country-to-country, and between key actors in different areas to strengthen CIFAL Centre workspaces*" but there did not seem to be a shared understanding about the type of MOU or partnerships these agreements should take and their reporting to UNITAR. Likewise, the cooperation agreements specify audit requirements that do not seem to bring all audit reports to UNITAR and therefore makes monitoring of the application of the article rather difficult. These provisions echo a point formulated earlier that some CIFAL Directors indicated they would benefit from having a specific list of the UNITAR policies that must be followed or specifically tailored policies if the ones applying to UNITAR do not entirely apply to the CIFAL Centres. In addition, clearer separation between policies and guidelines was suggested. The evaluation did not assess the extent to which these perspectives stemmed from a lack of training and knowledge from the CIFAL Directors about the applicable policy frameworks or from room to better tailoring it. As noted earlier, not all the CIFAL Centres were reported complying with the Branding Policy. Finally, some CIFAL Directors questioned the

ability for UNITAR to assess the level of transparency of the CIFAL Centres, i.e. to ascertain that the delivery and number of beneficiaries reported by the Centres were genuine. On a related note, a few informants wondered about UNITAR’s exposure to risk and risk management plan in case of any wrongdoing by a Centre (financial mismanagement, corruption, harassment of staff, etc.) and the strength and robustness of UNITAR’s due diligence criteria for selecting Centres.

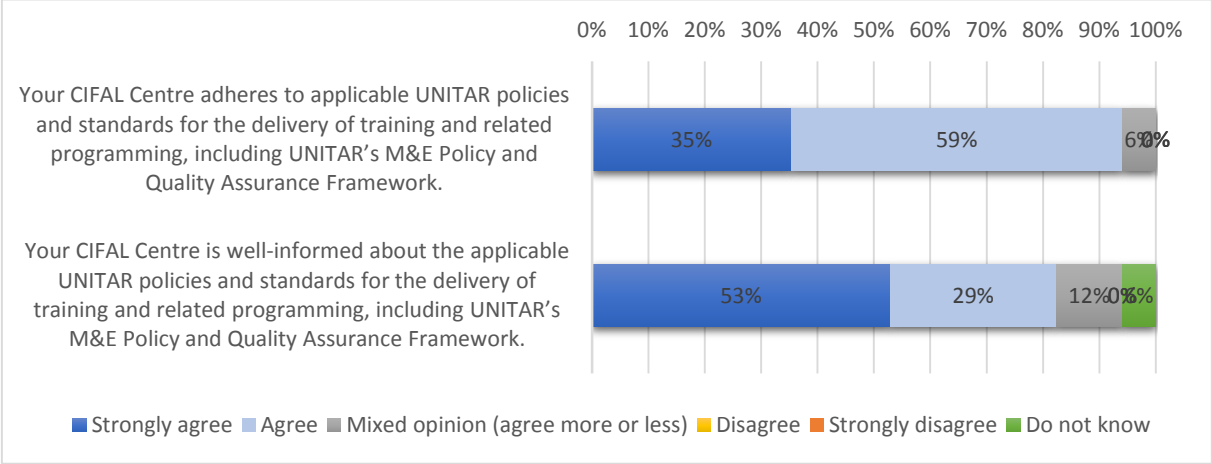


Figure 22: CIFAL Directors’ perception about UNITAR policies

70. From the angle of UNTAR leveraging the network help achieve its objectives, the CGN is a highly efficient initiative. In 2019, UNITAR received close to USD500,000 in contribution fees (Table 3) to service the network⁴⁰, which produced 23,190 beneficiaries. In comparison, the entire expenditures for UNITAR in 2018 were USD 28.1 million, which contributed among other activities to reach close to 62,000 beneficiaries (i.e. without the CIFAL Centres). In other words, less than 1.8 per cent of UNITAR budget brought 27 per cent of UNITAR beneficiaries in 2018.⁴¹ Interestingly, the 2018 number of training days produced by the network (1,704) represented a similar proportion (29 per cent) of overall UNITAR training days. There are obviously limitations in making such comparisons, but the figures provide some insights on the order of magnitude and strategic importance of the CIFAL Global Network to UNITAR’s overall delivery.

Year	2014	2015	2016	2017	2018
Number of centres	14	15	15	16	17
Affiliation fee from training centres (USD)	253,000	181,000	437,000	348,000	468,000
Total beneficiaries	7,997	11,278	11,756	13,973	23,190
Cost/beneficiary (USD)	31.65	16.05	37.20	24.90	20.20
Learning beneficiaries	1,246	4,566	515	1,555	3,857
Cost/learning beneficiary (USD)	203.05	39.65	848.55	223.80	121.35

Table 3: CIFAL affiliation fees and beneficiaries

⁴⁰ CIFAL Centres pay a contribution of USD30,000, with the exception of two Centres which contribute USD 40,000, and one Centre in Africa which is exempt from fees.

⁴¹ It shall however be noted that the CIFAL centres co-fund or provide in-kind support for the implementation of the events of the respective centre or receive support from partners as mentioned above.

71. Table 4 below provides an indexed⁴² view of the entire set of criteria assessed by the CIFAL Directors through the evaluation survey. It shows that resource mobilization is the area of work that is the less favourably assessed by survey respondents.

To what extent do you agree with the following statements?	Index	Criteria
The programming and activities of your CIFAL Centre are relevant to support local, national and regional efforts that aim to help countries achieving the SDGs.	4,65	Relevance
Broader knowledge-sharing events (e.g. conferences, public lectures, meetings) organized by your CIFAL Centre to deliver results were also leveraged to raise the visibility of UNITAR and the CIFAL Global Network.	4,53	Effectiveness
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of its institutional beneficiaries.	4,47	Relevance
Your CIFAL Centre is well-informed about the applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	4,44	Effectiveness
Your CIFAL Centre has leveraged external partners (e.g. regional organizations, NGOs, CSOs, businesses) to deliver results.	4,41	Efficiency
The Annual Steering Committee Meeting contributes to ensuring coherence within the CIFAL Global Network.	4,31	Global Governance
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of the broader CIFAL Global Network.	4,31	Relevance
Your CIFAL Centre adheres to applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	4,29	Effectiveness
Your CIFAL Centre has contributed to harmonized and standardized knowledge and skills of government authorities, civil society leaders and other targeted stakeholders in the area of sustainable development.	4,24	Effectiveness
UNITAR's approval of the appointment of the CIFAL Director submitted as an institutional member of the CIFAL's Board is effective.	4,20	CIFAL Management
Your CIFAL Centre has installed processes to assess the needs and priorities of its institutional beneficiaries.	4,18	Relevance
UNITAR is effective at setting guidelines for harmonising the image and communication strategies of the CIFAL Centres.	4,13	CIFAL Management
The Annual Steering Committee Meeting contributes to ensuring effectiveness within the CIFAL Global Network.	4,13	Global Governance
The CIFAL Global Network is effective in providing continuous monitoring, assistance and advice.	4,12	Global Governance
Your CIFAL Centre plays an active role in sharing experiences and best practices within the CIFAL Network and provides substantive inputs into training activities and programmes related to its area of expertise.	4,12	Impact
The programming and activities of your CIFAL Centre are relevant to advancing gender equality and the empowerment of women.	4,12	Relevance
The Advisory Board of your CIFAL Centre is effective at guiding the work of the Centre.	4,07	CIFAL Centre Governance
Your CIFAL Centre would be able to operate under a different modality if the funding for the CIFAL Global Network was to cease.	4,06	Sustainability
UNITAR is effective at discussing the areas of expertise of each CIFAL Centre, particularly in light of the priorities and objectives of the UN and UNITAR programming, and the expertise of the host institutions.	4,06	CIFAL Management
Your CIFAL Centre is likely to sustain its objectives and successes in the mid- to long-term.	4,06	Sustainability
The CIFAL Global Network is effective in coordinating the CIFAL Global Network's activities on the global level.	4,00	Global Governance
Your CIFAL Centre's Advisory Committee is effectively providing advice and recommendations on programme planning and the yearly programme of the CIFAL Centre.	4,00	CIFAL Centre Governance
Your CIFAL Centre has developed effective and sustainable partnerships in order to achieve a stable institutional structure in terms of both human resources and financial capacity.	4,00	Sustainability

⁴² Index: 5-Strongly agree, 4-Agree, 3-Agree more or less, 2-Disagree, 1-Strongly disagree.

Your CIFAL Centre has fostered cooperation among cities and identified practical and successful solutions that respond to similar challenges faced by local authorities.	4,00	Impact
Your CIFAL Centre has incorporated a human rights-based approach and a gender mainstreaming strategy in the selection of direct and indirect beneficiaries.	4,00	Effectiveness
You are well informed about the needs and priorities of the broader CIFAL Global Network.	4,00	Relevance
Your CIFAL Centre has delivered activities that have had enduring outcomes and have contributed to better long-term sustainable development.	3,94	Sustainability
The programming and activities of your CIFAL Centre are relevant to meeting the needs of vulnerable groups (e.g. women and girls, children, persons with disabilities, elderly).	3,94	Relevance
UNITAR's management team (Social Development Programme) is effective in supporting the implementation of the CIFAL Global Network's activities and delivery of results.	3,94	CIFAL Management
UNITAR is effective at ensuring quality assurance of the training programmes which are offered.	3,94	CIFAL Management
Your CIFAL Centre has leveraged UN organizations other than UNITAR to deliver results.	3,94	Efficiency
UNITAR's management team (Social Development Programme) is effective in promoting synergies with other parts of UNITAR.	3,93	CIFAL Management
UNITAR's management team (Social Development Programme) is 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.	3,93	CIFAL Management
The structure of CIFAL Centres including a Board, a Director and an Advisory Committee is an effective governance modality.	3,93	CIFAL Centre Governance
UNITAR is effective at setting guidelines for institutional issues and governance, such as agreements with UNITAR and the internal governance structure of each CIFAL Centre.	3,87	CIFAL Management
Your CIFAL Centre's Advisory Committee facilitates networking.	3,87	CIFAL Centre Governance
Your CIFAL Centre collaborates with other CIFAL Centres to reach larger numbers of beneficiaries or to facilitate the replication and adaptation of training programmes developed by your Centre.	3,82	Efficiency
Your CIFAL Centre has leveraged the expertise, capacities, or best practices of other CIFAL Centres to organize new training programmes or events, reach new beneficiaries, or to be more innovative.	3,82	Impact
Your CIFAL Centre has contributed to translate trainings into commitments and concrete action plans to improve cooperation among countries and between municipalities of the region.	3,82	Impact
Your CIFAL Centre acts as an interlocutor between local governments and between local governments and international financial and technical partners.	3,82	Impact
UNITAR's assignment of the geographical scope of the CIFAL Centres is sound.	3,81	CIFAL Management
UNITAR is effective at providing input on substantive issues and training methodologies including the development of training content, research on knowledge systems, and the promotion/facilitation of knowledge management, new technologies and tools.	3,69	CIFAL Management
UNITAR is effective at facilitating key strategic partnerships, both at international and local levels in support of CIFAL Centres programmes and activities.	3,65	CIFAL Management
Your CIFAL Centre's Advisory Committee assists in the elaboration of the agendas and in preparing documents to be submitted to the Board, Steering Committee or UNITAR Technical Certification Board.	3,60	CIFAL Centre Governance
The CityShare methodology has been effective in contributing to sustainable learning and other results.	3,50	Effectiveness
Your CIFAL Centre has leveraged UNITAR's thematic programme divisions to deliver joint results.	3,44	Efficiency
UNITAR is effective at raising funds for the overall functioning of the network.	3,31	CIFAL Management
UNITAR is effective at encouraging and supporting CIFAL Centres to raise matching funds.	3,06	CIFAL Management

Table 3: CIFAL Directors' assessment of the evaluation criteria

5. Conclusions and Recommendations

72. This section summarizes the main findings on the key evaluation questions and puts forth eight recommendations.

5.1. Conclusions

73. The evaluation found the thematic areas covered by the CIFAL Global Network consistent with and supportive of UNITAR's strategic priorities. About 90 per cent of the beneficiaries that responded to the evaluation survey indicated that the CIFAL training programme or event they attended was relevant to their work. However, the learning focus of the CIFAL Centres needs to be strengthened to increase relevance with current UNITAR mission to provide high quality learning solutions and related knowledge products and services. The geographic scope of the CIFAL Global Network was also found to have a weak presence in Africa, Central Asia, and Eastern Europe. The evaluation noted different understanding from the CIFAL Directors about the intended users of the CIFAL Global Network.

74. The CIFAL Global Network was found very cost effective as an instrument for UNITAR to record beneficiaries with a cost structure that is born almost entirely by the CIFAL Centres. The funding modality allows UNITAR to reach higher numbers of beneficiaries through a model that covers the costs of operating the CIFAL Global Network. In essence, CIFAL Centres provide access to the courses they have developed and gain access to events and courses produced by other Centres and by UNITAR. However, in reality there is very limited crossover between the CIFAL Global Network and UNITAR programmes. Very few beneficiaries having attended an event or a course delivered by one pursue further training with the other. Similarly, there has been very little collaboration established between the CIFAL Global Network and UNITAR Divisions, despite noteworthy overlap in thematic areas of training and related activities. Programmatic partnerships between CIFAL Centres are rare and more anecdotal than strategized, and non-existing with UNITAR Divisions. Partnerships with UN agencies on the ground are generally limited and there is a demand from several CIFAL Directors for stronger support from UNITAR to build bridges between CIFAL Centres and the UN community. Similarly, several CIFAL Directors call for more direct support from UNITAR to develop partnerships with the private sector and with national administrations regardless of the local focus of the CIFAL Global Network.

75. From 2013 to 2018 the CGN has reached more than 70,000 beneficiaries. In 2018 alone, the CIFAL Global Network delivered 128 events that reached out to some 23,190 government officials, private sector representatives and civil society leaders from more than 100 countries. However, outreach to beneficiaries from countries in special situations has been limited.

76. Most of the programmes and events were delivered face-to-face as CIFAL Centres have not engaged in e-Learning activities as strongly as the rest of UNITAR. Surveyed beneficiaries rated highly the fellowship programmes and webinars and found especially effective programmes delivered over periods ranging between 11 and 20 days. The CIFAL Global Network was found highly effective in delivering results and serving as an instrument for UNITAR to reach out to leaders and authorities. According to the evaluation survey, 90 per cent of the responding beneficiaries found that the CIFAL training programme or event they attended enhanced their skills and/or knowledge of the subject matter, and 87% agreed that the knowledge or skills acquired during the CIFAL training programme or event have contributed to their professional development.

77. The evaluation found that the CIFAL Global Network has produced sustainable outcomes, both from the perspective of the CIFAL beneficiaries and CIFAL Directors. The sustainability of the CIFAL Global Network is dependent on its funding by the CIFAL Centres and therefore on their ability to mobilize resources. Many CIFAL Directors pointed out a need for stronger support from UNITAR on resource mobilization. Furthermore, the added value provided by UNITAR to the CIFAL Centres is another precondition to the sustainability of the

network. Alternate networks such as the UNU RCEs may incentivize UNITAR to level up the support delivered to the CIFAL Centres.

78. About 75 per cent of the CIFAL beneficiaries that responded to the evaluation survey indicated that the knowledge and skills they acquired during the CIFAL training programme or event contributed in advancing sustainable development, and 74 per cent of respondents affirming that the knowledge and skills they acquired during the CIFAL training programme or event have contributed to improving the performance or results of their organization. Beneficiaries assessed also that programmes and events with learning objectives were more impactful than those without learning objectives, despite the former making a small proportion of the overall delivery. Examples of contributions from beneficiaries' learning of new skills featured new policies and practices supporting the achievement of the SDGs, such as in the areas of sustainable cities, waste management, and security. However, limited evidence was found of UNITAR's contribution to methodological improvements in CIFAL Centres and of the CGN installing city-to-city collaborations with reported outcomes.

79. The management of network by the SDP team was found adequate but leaving room to additional support to be dedicated to the CIFAL Centres. Knowledge and implementation of UNITAR policies was found partial. CIFAL Directors called for more active induction processes, guidance, and knowledge management including for staff, interns or teachers involved in the CGN. The visibility of the CGN was reported weak in many countries. Overall, many CIFAL Directors share the need for a strategy of the CGN that clarifies, reaffirms, or updates its vision, mission, target beneficiaries, roles and responsibilities, due diligence processes, logframe, and proposes some KPI both for the CIFAL Centres and for UNITAR. The evaluation also found the financial transparency of the initiative to be limited.

5.2. Recommendations

80. The following recommendations are proposed to UNITAR and to the CIFAL Global Network with a view to improve the performance and achievements of the initiative.

1. **UNITAR and the CIFAL Global Network** should develop a medium-term **strategy** 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 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.).
2. **UNITAR and the CIFAL Global Network** should develop and implement a **communications** 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.
3. **UNITAR and the CIFAL Global Network** should consider developing and implementing a **knowledge management** 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.
4. **UNITAR** should strengthen the support provided to the CIFAL Centres on **resource mobilization** and on building **partnerships** with governments, private

sector actors, and the UN system, and increase transparency on the utilisation of CIFAL contribution fees for the services it provides.

5. **UNITAR** should strengthen **institutional coordination** 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 constraints⁴³ impeding joint work and programmatic collaboration.
6. **UNITAR** should further strengthen the application of relevant **policies** and guidelines across the network and ensure that the description and affiliation of the CIFAL centres to UNITAR is consistent across the network.
7. **The CIFAL Global Network** should develop **signature services** being in relation to specific topics -e.g. road safety-, processes -e.g. SDG Voluntary Local Reviews-, or methodologies -e.g. revised CityShare-.
8. **The CIFAL Global Network** should increase its **alignment** 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.

5.3. Lessons

81. Several lessons can be learned from the evaluation:

1. Networks provide to organizations with limited capacities such as UNITAR an important leverage to extend reach. Initiatives such as the CIFAL network costs UNITAR virtually little as compared to the extensive reach they bring (which can be further extended).
2. The potential value of a network is known⁴⁴ to be proportional to the square of the number of nodes of the system and its utility upon the number of nodes effectively in contact. Maximizing a network such as CIFAL implies to actively foster direct connections and collaboration between Centres as a means to seize immediate benefits (e.g. synergies, catalytic effects, innovation) and as a way to form lasting partnerships that can endure sustainable effects (with or without UNITAR).
3. Strategies are key elements for networks to be able to structure work and focus on achievement of collective objectives. Without strategy, it is difficult for a network to focus on activities that provide pathway to impacts, and it can be easily side stepped into activities that may not necessarily be coherent.
4. Reaching first the furthest behind (e.g. disadvantaged communities) requires strategizing, regular monitoring, disaggregating by categories of countries and explicit targeting of those, including choosing locations/partners according to those criteria. This might involve designing and enabling different incentives and operating conditions (e.g. differentiated affiliation fees).

⁴³ Confer §60.

⁴⁴ Usually referred as Metcalfe's law.

Annexes

- i. People Consulted
- ii. Documents Consulted
- iii. Evaluation Framework
- iv. CIFAL Directors Evaluation Survey
- v. CIFAL Beneficiaries Evaluation Survey
- vi. Evaluation TOR
- vii. Quality Assessment of the Evaluation Report

i. People Consulted

1. Mr. Rodolfo Tarraubella, Director, CIFAL Argentina
2. Dr. Temitope Egbelakin, Director, CIFAL Newcastle
3. Mr. Peter Wollaert, Director, CIFAL Flanders
4. Mr. Jose Fares, Director, CIFAL Curitiba
5. Ms. Priscila da Paz Vieir, Coordinator, CIFAL Curitiba
6. Ms. Diana Chavez, Chair, CIFAL Bogota
7. Ms. Lorena Mora, Coordinator, CIFAL Quito
8. Dr. Edna Co, Director, CIFAL Philippines
9. Mr. Mouhamed Al Amin Diop, , CIFAL Dakar
10. Dr. Mpilo Ngubane, Director, CIFAL Durban
11. Amb. Kyung Hoon Sul, Director, CIFAL Jeju
12. Dr. Antonio Lucas, Director, CIFAL Madrid
13. Mr. Julio Andrade, Director, CIFAL Malaga
14. Ms. Deborah Salafranca, Coordinator, CIFAL Malaga
15. Mr. Luis Macua, Responsable for the UNITAR QAF, CIFAL Malaga
16. Dr. BinBin Yiang, Director, CIFAL Atlanta
17. Mr. Ahmet Aydemir, Director, CIFAL Istanbul
18. Mr. Evariste Karambizi, Director, Division for Peace, UNITAR
19. Mr. Angus Mackay, Director, Division for Planet, UNITAR
20. Mr. Alex Mejia, Director, Division for People and Social Inclusion, Director, CIFAL Global Network
21. Mr. Nikhil Seth, Executive Director, UNITAR
22. Mr. Rabih El Haddad, Director, Multilateral Diplomacy, UNITAR
23. Mr. Einar Bjorgo, Director, Satellite Analysis and Applied Research, UNITAR
24. Ms. May East, Chief Executive Gaia Education, UNITAR Fellow
25. Mr. Sebastian Hofbauer, Programme Coordinator, CIFAL Global Network, UNITAR
26. Ms. Estrella Merlos, Associate Director, CIFAL Global Network, UNITAR

ii. Documents Consulted

- **CIFAL Global Network.** 2018. Event Management System Statistics-Assessment by Events Participants (Excel data). UNITAR. Geneva.
- **CIFAL Global Network.** 2018. Event Management System Statistics-Events (Excel data). UNITAR. Geneva.
- **CIFAL Global Network.** 2018. Event Management System Statistics-Participants (Excel data). UNITAR. Geneva.
- **CIFAL Global Network.** 2018. Strengthening Human Capacities to Advance Sustainable Development. XV Annual Meeting19 - 21 November 2018Brussels & Antwerp, Belgium. UNITAR. Geneva.
- **CIFAL Global Network.** 2018. Training Catalogue 2018. UNITAR. Geneva.
- **CIFAL Global Network.** 2019. Branding Policy for the CIFAL Global Network. UNITAR. Geneva.
- **CIFAL Global Network.** 2019. Coordinating Monthly Calls. UNITAR. Geneva.
- **UNITAR.** 2010. Guidelines on the CIFAL Global Network. Geneva.
- **UNITAR.** 2014. Certification Policy – Administrative Circular. Geneva.
- **UNITAR.** 2016. Gender Mainstreaming, Gender Equality and the Empowerment of Women Policy. Geneva.
- **UNITAR.** 2016. Guidelines on the CIFAL Global Network. Geneva.
- **UNITAR.** 2017. Cooperation Agreement between UNITAR and Kennesaw State University. Geneva.
- **UNITAR.** 2017. Guidelines on the CIFAL Global Network. Geneva.
- **UNITAR.** 2017. Monitoring and Evaluation Policy Framework. Geneva.
- **UNITAR.** 2017. Quality Assurance Framework. Geneva.
- **UNITAR.** 2017. Strategic Framework 2018-2021.Geneva.
- **UNITAR.** 2018. Results Report 2017. Geneva.
- **UNITAR.** 2018. Revision to the Programme Budget for the Biennium 2018-2019. Geneva.
- **UNITAR.** 2019. Guidelines on the CIFAL Global Network. Geneva.
- **United Nations.** 2019. United Nations Institute for Training and Research. Report of the Secretary-General. E/2019/81. Economic and Social Council. New York.

iii. Evaluation Framework

Key evaluation questions	Sub-questions	Data collection tools	Challenges
RELEVANCE			
<p>Is the CIFAL Global Network reaching its intended users and relevant to the beneficiaries' needs and priorities?</p>	<p>1.1. (a) To what extent is the programming and activities under the CIFAL Global Network, aligned with the UNITAR strategic frameworks (2014-2017, and 2018-2021). (b) To what extent is the programming and activities under the CIFAL Global Network, aligned with the needs and priorities of the CIFAL Global Network's individual and institutional beneficiaries?</p>	<p>Desk review: CIFAL strategy and workplans, UNITAR strategic framework, annual reports, CIFAL Business Plans, CIFAL needs assessment reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards and Advisory Committees, former CIFAL Centres Survey: Directors CIFAL Centres (b)</p>	
	<p>1.2. Are current CIFAL locations balanced according to geographical distribution and strategic needs?</p>	<p>Desk review: CIFAL strategy, UNITAR strategic framework, annual reports, Event Management System Interviews: UNITAR Senior Management, SDP, CIFAL Directors, former CIFAL Centres</p>	
	<p>1.3. 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 12⁴⁵, amongst others?</p>	<p>Desk review: CIFAL strategy, UNITAR strategic framework, CIFAL course catalogue, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards and Advisory Committees Survey: Directors CIFAL Centres</p>	<p>Measuring contribution to support Member States to implement SDGs will be a proxy relying on perceptions and expert judgment.</p>

⁴⁵ SDG 12: Goal 12: Ensure sustainable consumption and production patterns.

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	<p>1.4. How relevant is the CIFAL Global Network to the broader programming undertaken by UNITAR?</p> <hr/> <p>1.5. 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?</p>	<p>Desk review: CIFAL strategy, UNITAR strategic framework, annual reports Interviews: UNITAR Director and Senior Management, SDP, other UNITAR Divisions</p> <hr/> <p>Desk review: CIFAL strategy, UNITAR strategic framework, CIFAL course catalogue, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards and Advisory Committees Survey: Directors CIFAL Centres</p>	<p>Level of assessment may be subject to availability of gender disaggregated data.</p>
EFFICIENCY			
<p>To what extent has the CIFAL Global Network delivered its results in a cost-effective manner and optimized partnerships with UNITAR and other actors?</p>	<p>2.1. To what extent have the CIFAL Global Network's outputs been produced in a cost-efficient manner (e.g. in comparison with alternative approaches)?</p>	<p>Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards and Advisory Committees, officials from national institutions</p>	<p>Comparability with other approaches may be challenging. Locations of the training programmes, topics of the courses, standing of the faculty, methodologies etc. are likely to influence costs and will limit detailed benchmarks. Assessment may rely on anecdotal evidence.</p>
	<p>2.2. Were the CIFAL Global Network's outputs and objectives achieved on time?</p>	<p>Desk review: UNITAR strategic framework, CIFAL Business Plans, annual reports Interviews: SDP, CIFAL Directors, Boards and Advisory Committees, officials from national institutions</p>	<p>Level of assessment may be subject to availability of a clear timeframe for achievement of the CIFAL outputs and objectives.</p>
	<p>2.3. To what extent has the business plan contributed to the cost-effective delivery?</p>	<p>Desk review: CIFAL Business Plans, annual reports Interviews: SDP, CIFAL Directors</p>	<p>Cost-effectiveness of a Business Plan may be linked to its implementation. This sub-question will need to be clarified with SDP.</p>

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	2.4. To what extent has the collaboration amongst CIFAL Centres been conducive to the functioning of the CIFAL Global Network and achievement of results?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Board, CIFAL Centres Managers, Advisory Committees, senior officials from national institutions, former CIFAL Centres Survey: Directors CIFAL Centres	
	2.5. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, other UNITAR Divisions, CIFAL Directors, partners Survey: Directors CIFAL Centres	
	2.6. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Survey: Directors CIFAL Centres	
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?	3.1. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees Surveys: (i) Directors CIFAL Centres, (ii) CIFAL Network Beneficiaries	Subject to the willingness of the CIFAL beneficiaries to respond to the survey. Response rate Availability of contact details

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	3.2. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees Survey: CIFAL Network Beneficiaries	Subject to the willingness of the CIFAL beneficiaries to respond to the survey.
	3.3. What factors have influenced the achievement (or non-achievement) of the CIFAL Global Network's objectives?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees Survey: Directors CIFAL Centres	
	3.4. How effective has the CityShare methodology been in contributing to sustainable learning and other results?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees Surveys: (i) Directors CIFAL Centres, (ii) CIFAL Network Beneficiaries	
	3.5. 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?	Desk review: UNITAR strategic framework, CIFAL course catalogue, annual reports Interviews: SDP, CIFAL Directors Surveys: (i) Directors CIFAL Centres, (ii) CIFAL Network Beneficiaries	
	3.6. To what extent has the structure of CIFAL Centres including a Board, a Director and an Advisory Committee been effective?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Survey: Directors CIFAL Centres	
	3.7. 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	Desk review: UNITAR strategic framework, annual reports	

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	to raising the visibility of UNITAR and key issues of concern to the CIFAL Global Network?	Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Surveys: (i) Directors CIFAL Centres, (ii) CIFAL Network Beneficiaries	
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?	4.1. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees, officials from national institutions, former CIFAL Centres Survey: (i) Directors CIFAL Centres , (ii) CIFAL Network Beneficiaries	Sustainability may depend on a range of contextual/local factors. The assessment may concentrate on contribution rather than attribution and rely on collection of anecdotal evidence.
	4.2. What were the major factors which influenced the achievement or non-achievement of sustainability of the CIFAL Global Network?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees Survey: Directors CIFAL Centres	
	4.3. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Board CIFAL Directors, Boards, Advisory Committees, officials from national institutions Surveys: CIFAL Network Beneficiaries	
	4.4. What is the likelihood that the benefits of the CIFAL Global Network will continue after funding ceases?	Desk review: UNITAR strategic framework, CIFAL Business Plans, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL	

Key evaluation questions	Sub-questions	Data collection tools	Challenges
		Directors, Boards, Advisory Committees, officials from national institutions, former CIFAL Centres Survey: Directors CIFAL Centres	
	4.5. To what extent is the CIFAL Global Network likely to sustain its objectives and successes in the mid- to long-term?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees Survey: Directors CIFAL Centres	
	4.6. To what extent is the CIFAL Global Networks' business model likely to be sustainable for the Centres and for UNITAR?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees	
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?	5.1. What observable end-results or organizational changes have occurred from the CIFAL Global Network?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, officials from national institutions Surveys: (i) Directors CIFAL Centres, (ii) CIFAL Network Beneficiaries	Assessment will be primarily based on collection of anecdotal evidence with limited capability to triangulate data.
	5.2. What real difference has the CIFAL Global Network made in advancing sustainable development and sustainable learning?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, officials from national institutions, former CIFAL Centres Surveys: (i) Directors CIFAL	Assessment will be primarily based on collection of anecdotal evidence with limited capability to triangulate data.

Key evaluation questions	Sub-questions	Data collection tools	Challenges
		Centres, (ii) CIFAL Network Beneficiaries	
PROJECT MANAGEMENT, QUALITY ASSURANCE AND SELF-EVALUATION			
	6.1. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Surveys: Directors CIFAL Centres	
	6.2. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Surveys: Directors CIFAL Centres	
	6.3. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres Surveys: Directors CIFAL Centres	
	6.4. 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?	Desk review: UNITAR strategic framework, annual reports Interviews: UNITAR Senior Management, SDP, CIFAL Directors, Boards, Advisory Committees, former CIFAL Centres	

Key evaluation questions	Sub-questions	Data collection tools	Challenges
	6.5. To what extent have CIFAL Centres adhered to applicable UNITAR policies and standards for the delivery of training and related programming?	Surveys: Directors CIFAL Centres Desk review: UNITAR strategic framework, annual reports Interviews: SDP, CIFAL Directors, Boards, Advisory Committees Surveys: Directors CIFAL Centres	

iv. CIFAL Directors Evaluation Survey

This annex provides a summary and analysis of the online survey conducted to gather perspectives and feedback on the achievements and functioning of the CIFAL Global Network (CGN).

1. Background

The survey targeted all the Directors and Deputy Directors of the CIFAL Centres. The design of the survey questionnaire used the evaluation matrix as direct source of research with a view to assess the relevance, efficiency, and effectiveness of the CGN. The questionnaire made room to open ended questions to collect qualitative insights. The questionnaire was made available in English.

The survey was anonymous and remained open for 5 weeks, from Wednesday 28 August to Wednesday 2 October 2019. The survey was launched to 22 CIFAL Directors and Deputy Directors. Altogether, the survey compiled feedback from 17 respondents. The overall response rate to the email survey is circa 77%.

2. Profile of respondents

The first section of the survey intended to collect background information on survey respondents.

2.1. Region of work

In which region is your CIFAL located?	Responses
Africa	2
Asia and the Pacific	4
Europe	5
Latin America and the Caribbean	4
North America	2
Total responses	17

Highlights:

- Overall participation is consistent and well representative of the location of the CIFAL Centres.

2.2. Topics covered by the learning programme or event

What are the thematic domains covered by your Centre? (multiple answers possible)	Responses
Urban Governance and Planning	9
Economic Development	11
Social Inclusion	11
Environmental Sustainability	8
2030 Agenda for Sustainable Development	16
Other	6
Total responses	17

Other (please specify):

• Climate Finance, Cognitive Neuroscience Applied
• Global Compact and Business & Human Rights (UN Guiding Principles) - New Urban Agenda Habitat III
• leadership development
• Prevention of violent radicalization
• Risk and road safety
• Sécurité routière

Highlights:

- All but one CIFAL Centre indicate to cover the 2030 Agenda for Sustainable Development.

2.3. Gender of respondents

What is your gender?	Responses
Female	4
Male	13
Total responses	17

Highlights:

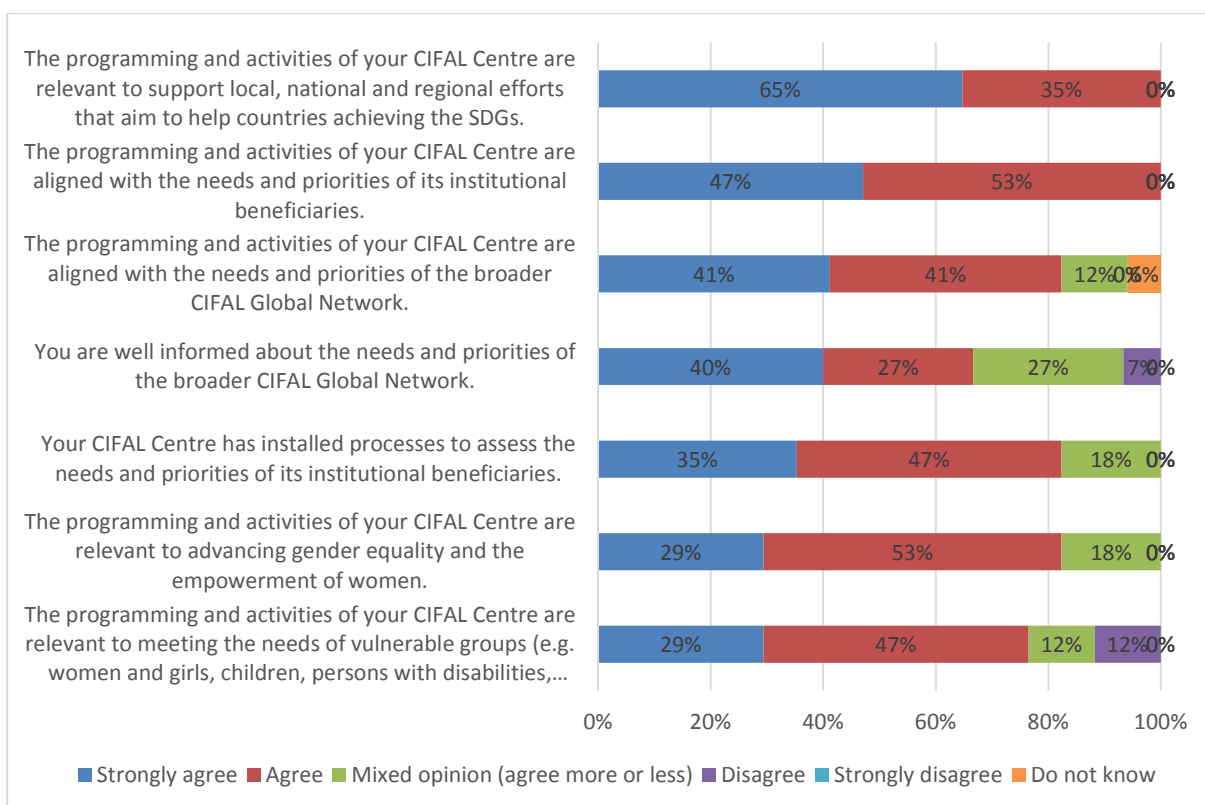
- Unbalanced gender participation.

3. Contribution of the CIFAL Centre to the relevance of the CIFAL Global Network

To what extent do you agree with the following statements on your CIFAL Centre?

Relevance Statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
You are well informed about the needs and priorities of the broader CIFAL Global Network.	6	4	4	1			15
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of the broader CIFAL Global Network.	7	7	2			1	17
Your CIFAL Centre has installed processes to assess the needs and priorities of its institutional beneficiaries.	6	8	3				17
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of its institutional beneficiaries.	8	9					17

The programming and activities of your CIFAL Centre are relevant to support local, national and regional efforts that aim to help countries achieving the SDGs.	11	6					17
The programming and activities of your CIFAL Centre are relevant to advancing gender equality and the empowerment of women.	5	9	3				17
The programming and activities of your CIFAL Centre are relevant to meeting the needs of vulnerable groups (e.g. women and girls, children, persons with disabilities, elderly).	5	8	2	2			17



To what extent do you agree with the following statements on your CIFAL Centre?

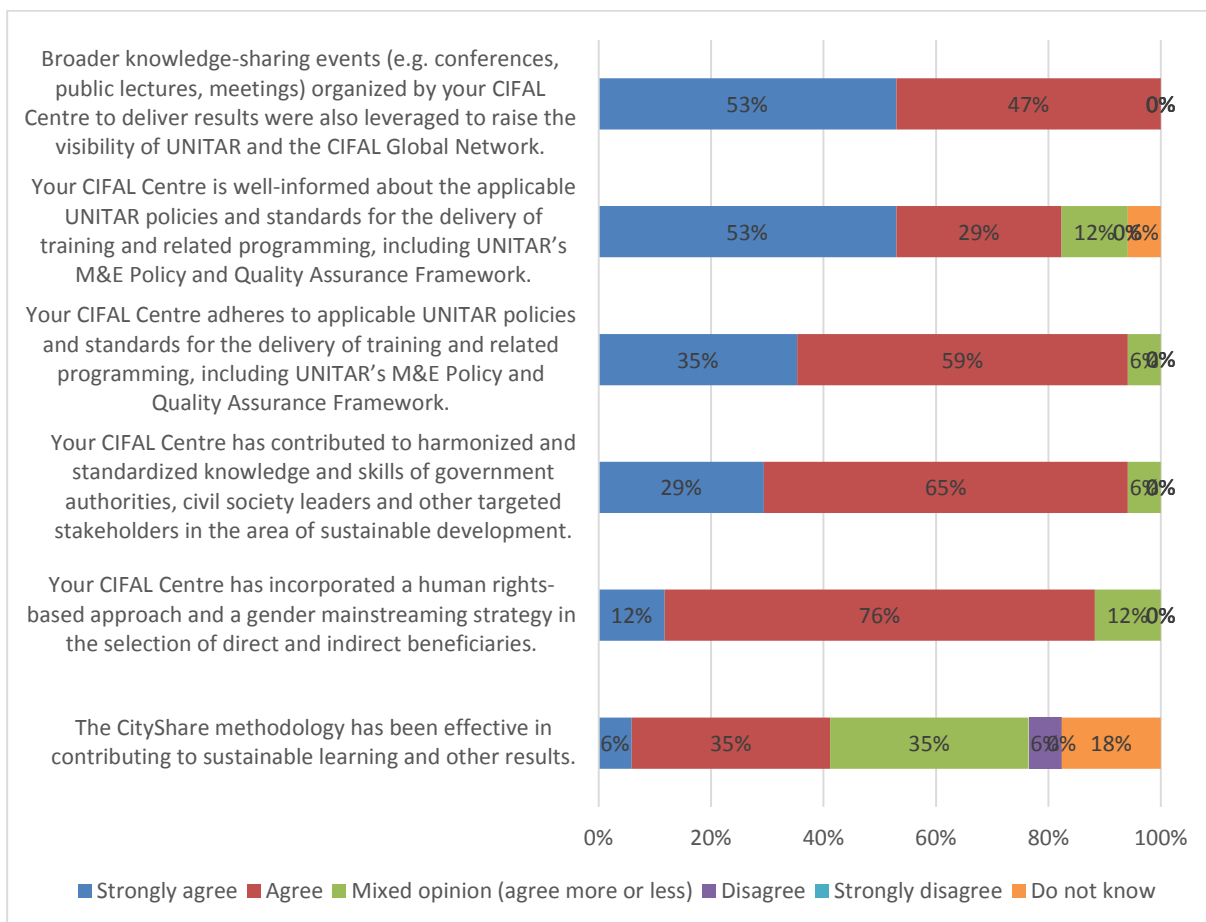
Highlights:

- All respondents perceive that the programming and activities of their CIFAL Centre are relevant to support local, national and regional efforts that aim to help countries achieving the SDGs.
- Respondents assess less strongly the relevance of the programming and activities of their CIFAL Centre to advancing gender equality and the empowerment of women, and to meeting the needs of vulnerable groups (e.g. women and girls, children, persons with disabilities, elderly).

4. Contribution of the CIFAL Centre to the effectiveness of the CIFAL Global Network

To what extent do you agree with the following statements on your CIFAL Centre and the CIFAL Global Network?

Effectiveness Statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
The CityShare methodology has been effective in contributing to sustainable learning and other results.	1	6	6	1		3	17
Your CIFAL Centre has incorporated a human rights-based approach and a gender mainstreaming strategy in the selection of direct and indirect beneficiaries.	2	13	2				17
Your CIFAL Centre is well-informed about the applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	9	5	2			1	17
Your CIFAL Centre adheres to applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	6	10	1				17
Broader knowledge-sharing events (e.g. conferences, public lectures, meetings) organized by your CIFAL Centre to deliver results were also leveraged to raise the visibility of UNITAR and the CIFAL Global Network.	9	8					17
Your CIFAL Centre has contributed to harmonized and standardized knowledge and skills of government authorities, civil society leaders and other targeted stakeholders in the area of sustainable development.	5	11	1				17



To what extent do you agree with the following statements on your CIFAL Centre and the CIFAL Global Network?

Highlights:

- All respondents indicate that the broader knowledge-sharing events (e.g. conferences, public lectures, meetings) organized by their CIFAL Centre to deliver results were also leveraged to raise the visibility of UNITAR and the CIFAL Global Network.
- Few respondents find that the CityShare methodology has been effective in contributing to sustainable learning and other results.

Please share key facts showing how your CIFAL Centre contributes to sustainable learning and capacity development of government authorities, civil society leaders and other targeted stakeholders:

- Our indicators give us that 70% of those attending our training events are between local government authorities and their officials.
Our agreements with institutions:
Association of Municipalities of Ecuador
National Council of Rural Parish Governments of Ecuador
FLACSO; among others
- 1 yearly SDG-Forum (1000 participants), 2 Action Learning Platforms (peer-to-peer learning) a year and 4 Action Learning Days (thematic) a year, all full day and multistakeholder and also more than 50 lectures on SDGs a year
- Approving training criteria for airport executives

<ul style="list-style-type: none"> • CIFAL Dakar a été inauguré il y a tout juste un mois. De ce fait aucune activité d'une grande envergure n'a été menée depuis lors. Mais nous comptons d'ici la fin de l'année former plusieurs centaines de personnes issues des ministères, des collectivités territoriales de la société civile et du secteur privé. Beaucoup d'acteurs du Sénégal et de la sous région sont informés de la création du CIFAL Dakar et de ses domaines thématiques et sont impatients que nos activités démarrent . Et la forte présence des autorités étatiques en l'occurrence le ministres des collectivités territoriales et les différentes personnalités lors de l'inauguration montre l'intérêt qu'elles lui accordent
<ul style="list-style-type: none"> • Improving Road Safety, mobility, and reduction of risk on roads. • Our Center conducts activities to promote and debate about the 2030 Agenda. We hold meetings with university students who, in addition to knowing the SDG, are encouraged to offer alternatives or solutions to real challenges in our country, based on this agenda. <p>In addition, our Center partners with public institutions in our country to whom we offer training on the 2030 Agenda.</p> <p>On the theme of Urban Governance and Planning, our Center has been conducting training on integrity and anti-corruption. This is a relevant theme for our region. It has been our concern to build a culture for integrity.</p> <p>The sustainability of a locality is also related to the quality of life of its citizens. In our region, many are the victims of traffic accidents. In this sense, our Center has put efforts in training new drivers so that they have a safer and more responsible attitude.</p>
<ul style="list-style-type: none"> • Our CIFAL Centre provides capacity building to (middle level) personnel of national government agencies that are key to migration and development work. We promote various capacity building activities that promote SDG among young people. Our centre has introduced an elective course on "Localizing and Mainstreaming SDG in the Philippines for 3 semesters in a college at the National University. Our centre collaborates with international organisations and national organisations to promote SDG and migration and gender equality. Our centre serves as facilitator and co-trainer of a local government unit in the promotion of SDG and migration.
<ul style="list-style-type: none"> • Partnership and alliances with Malaga City Council, University of Malaga, other Universities, NGO's, civil society organizations, regional AND national institutions... CIFAL Malaga e-learning platform SDG Action Plan design for Malaga, Malaga City Council, and other institutions for the province SDG learning Training programs to schools, training to trainers... Training to officials and civil society leaders in other countries (Morocco, Tunisia)
<ul style="list-style-type: none"> • Supporting projects aimed at targeted stakeholders, for instance by organizing study visits or job-shadowing to share our problem-solving methods. Organizing events to share our experience and specialized knowledge from thematic areas of Economic Development and 2030 Agenda for Sustainable Development . Providing highly qualified and experienced experts as speakers at knowledge-sharing events.
<ul style="list-style-type: none"> • We are organizing capacity-building programs. Our programs include field trips and case studies. Our national experts also join to provide briefing on our own cases and share relevant policies. We on and off invite our own national as a participant

to the workshop so that foreign participants could have more interactive discussion on the actual cases of our policies and practices throughout the workshop period.
<ul style="list-style-type: none"> We developed a certification methodology for civil organizations, government and corporation, that lets them to have public recognition and to be an audited, year plus year, in the achievements of the commitments assumed with the SDGs
<ul style="list-style-type: none"> We host lectures, seminars, conferences, symposia, learning exchanges, masterclasses for delegates across the globe
<ul style="list-style-type: none"> We work in different fields: <ul style="list-style-type: none"> - INTERNATIONAL Conference of mayors in Miami - Partnership with Universities for local Programs in Miami - Building Partnership with local Government - International programs with regional scope - On line Education in partnership with Unitar (road safety) - others

Highlights:

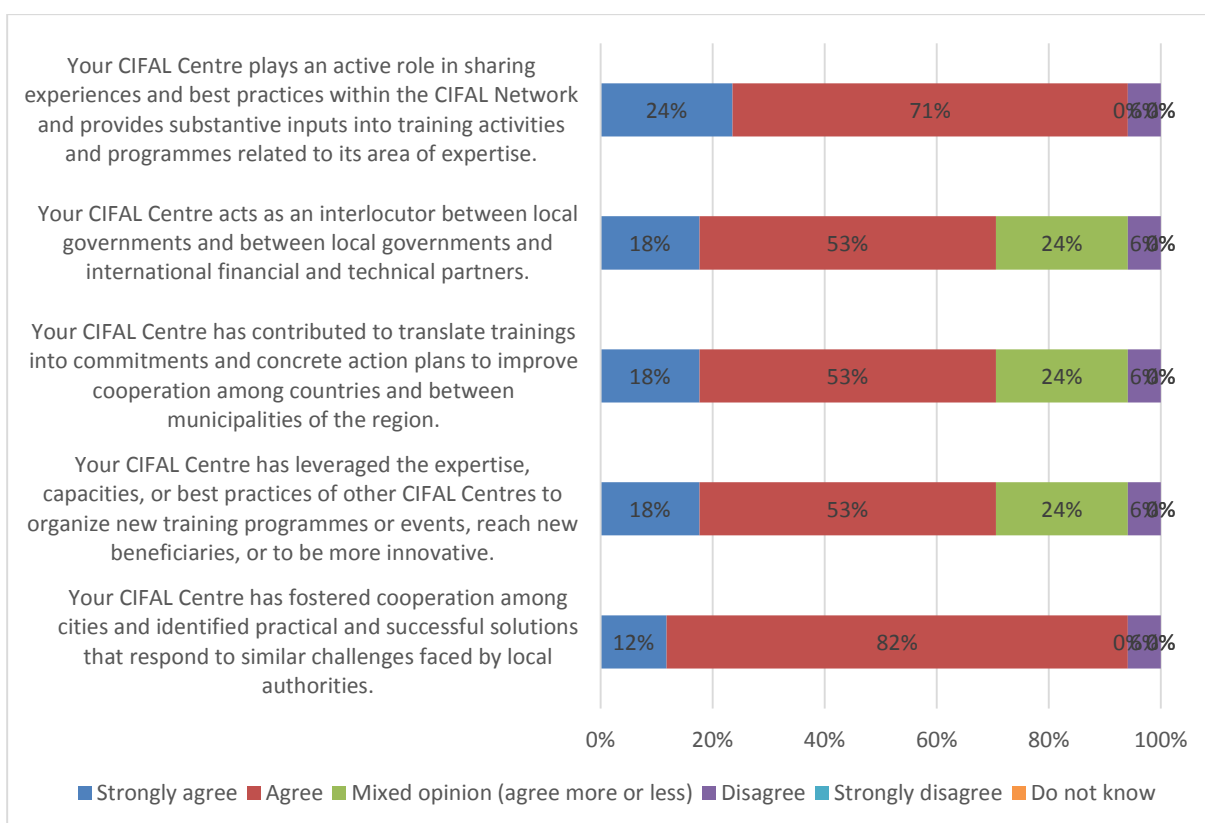
- Respondents indicate that their CIFAL Centre contributes to sustainable learning and capacity development through a range of modalities, including the topics covered by the trainings and delivery modalities as well as by other approaches such as partnerships and action plans.

5. Contribution of the CIFAL Centre to the impact of the CIFAL Global Network

To what extent do you agree with the following statements on your CIFAL Centre and the CIFAL Global Network?

Impact statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
Your CIFAL Centre plays an active role in sharing experiences and best practices within the CIFAL Network and provides substantive inputs into training activities and programmes related to its area of expertise.	4	12		1			17
Your CIFAL Centre has leveraged the expertise, capacities, or best practices of other CIFAL Centres to organize new training programmes or events, reach new beneficiaries, or to be more innovative.	3	9	4	1			17
Your CIFAL Centre has contributed to translate trainings into commitments and concrete action plans to improve cooperation	3	9	4	1			17

among countries and between municipalities of the region.							
Your CIFAL Centre acts as an interlocutor between local governments and between local governments and international financial and technical partners.	3	9	4	1			17
Your CIFAL Centre has fostered cooperation among cities and identified practical and successful solutions that respond to similar challenges faced by local authorities.	2	14		1			17



To what extent do you agree with the following statements on your CIFAL Centre and the CIFAL Global Network?

Highlights:

- Overall, respondents assess positively the contribution of their CIFAL Centre to the proposed impact statements, but with opinions less strongly expressed than for the previous questions.
- Assessment is positive but with a few provisions for example when it comes to the contribution to translating trainings into commitments and concrete action plans to improve cooperation among countries and between municipalities of the region; or to leveraging the expertise, capacities, or best practices of other CIFAL Centres to organize new training programmes or events, reach new beneficiaries, or to be more innovative.

- A positive assessment but less strongly expressed also for the extent to which CIFAL Centres have fostered cooperation among cities and identified practical and successful solutions that respond to similar challenges faced by local authorities.

What primary Goals is your CIFAL Centre's programming aligned with?

<ul style="list-style-type: none"> • Goal 11 sustainable communities and cities
<ul style="list-style-type: none"> • Our baseline is: 'How to become SDG-Proof?' our trainings and learning activities stress the holistic approach on working with the SDGs and the transformative principles of the Agenda 2030
<ul style="list-style-type: none"> • Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Strengthen the means of implementation and revitalize the global partnership for sustainable development
<ul style="list-style-type: none"> • Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture <ul style="list-style-type: none"> • ZERO HUNGER WORLD SUMMIT (AZUAY) • Productive Development, Food Sovereignty Competition • Publication FOOD SECURITY Responsibility of the Provincial Decentralized Autonomous Governments • Goal 5: Achieve gender equality and empower all women and girls <ul style="list-style-type: none"> • Workshop for Proposals to the Law Declarations against gender violence • Seminar Process for violence-free territories • Goal 6: Ensure water availability and its sustainable management and sanitation for all <ul style="list-style-type: none"> • Training of the technical teams of the GADs in the exercise of the Irrigation and Drainage competition • Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all <ul style="list-style-type: none"> • Business Roundtable and Conferences • International Forum of Popular and Solidarity Economy with Territorial Approach • Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable • Goal 13: Adopt urgent measures to combat climate change and its effects <ul style="list-style-type: none"> • Different Climate Change events • Goal 17: Revitalize the Global Alliance for Sustainable Development <ul style="list-style-type: none"> • Various training and education events with international exponents such as Steven Keen.
<ul style="list-style-type: none"> • Notre objectif d'ici la fin de l'année c'est de tenir plusieurs sessions de formation en leadership, en sensibilisation sur l'agenda 2030 et le développement des ODD et la sécurité routière. Nous nous sommes fixé au moins un objectif de 350 personnes venant des tous les secteurs parallèlement à cet objectif nous sommes entrain de travailler sur un programmes de formation de 1000 femmes en techniques de micro jardinage et micro entrepreneur
<ul style="list-style-type: none"> • Our CIFAL centre is aligned primarily with SDG 8, SDG5, SDG 10, SDG 3, and SDG 17
<ul style="list-style-type: none"> • overall achievement of international development goals. At the same time, achieving or consolidating peace is a unique and most essential part of our mandate set for our institution as a part of the International Peace Foundation. .

<ul style="list-style-type: none"> Reduction of road crashes, improving road safety, and the creation of an international network of experts and professionals to develop strategies in risks prevention.
<ul style="list-style-type: none"> SDG 's 1,4,5,6,10,11,12,16 & 17
<ul style="list-style-type: none"> SDGs 1, 3, 4, 6, 7, 11, 13, 15, 16,17
<ul style="list-style-type: none"> Sustainable Cities Innovation and Economic Growth
<ul style="list-style-type: none"> The Concept of leaving no-one behind as espoused by the SDGs Aligning all programmes with the thematic areas
<ul style="list-style-type: none"> To develop capacity building programs that contribute to sustainable development and the achievement of the United Nations sustainable development goals (SDGs).
<ul style="list-style-type: none"> UN 2030 agenda and the four thematic areas--urban development, economic development, Social Inclusion and health and well-being as well as leadership development.

Highlights:

- Some Sustainable Goals are more frequently covered by the CIFAL Centres, e.g. SDG 11 and 17, but the survey did not allow to identify precisely the SDGs that are common to all CIFAL Centres.

In your opinion, what real difference has the CIFAL Global Network made in advancing sustainable development and sustainable learning?

<ul style="list-style-type: none"> Mondial CIFAL a fait progresser le développement durable et l'apprentissage durable à travers la mutualisation et le partage des bonnes pratiques
<ul style="list-style-type: none"> A more strong effort in e-learning courses that made the last years The monthly virtual meeting, that lets us share information between the CIFALs centres, and work as a network.
<ul style="list-style-type: none"> capacity building through education and training, and through promoting the awareness of sustainability.
<ul style="list-style-type: none"> Clearly set goals to help governments and private initiative work on public policies that add to this global goal
<ul style="list-style-type: none"> difficult to say - there is a quantitative approach of the work of the CIFALs, not an impact measurement - we did an impact exercise at the end of 2018 (5 years CIFAL Flanders)
<ul style="list-style-type: none"> Global Network
<ul style="list-style-type: none"> Honestly speaking, in spite of various efforts and attempts to reach out sectors in their respective countries, the CIFAL Global Network's impact and visibility are still challenged . Much more efforts are needed to make the network visible and to make itself felt by stakeholders.
<ul style="list-style-type: none"> Increasing capacity for training leaders and local authorities in understanding and implementing UN SDGs.
<ul style="list-style-type: none"> It has made a huge difference in terms of awareness
<ul style="list-style-type: none"> New tools to the Network High quality programs Permanent contact between CIFAL Centers & HQ More visibility on SDG Training programs
<ul style="list-style-type: none"> Open the topics online since the spectrum can be broadened, this allows social actors to be socialized and made aware in less time.
<ul style="list-style-type: none"> Raising awareness of Sustainable Development Goals among targeted stakeholder, for instance local and national authorities responsible for legislation.

Providing local leaders with the tools and knowledge to implement changes necessary for sustainable development.
<ul style="list-style-type: none"> The CIFAL Network represents the United Nations flag and brings the UN to localities. In this sense, the CIFAL Network strengthens the importance of holding discussions on the SDG agenda in the municipalities. It gives people and organizations the opportunity to feel part of a globally relevant theme.
<ul style="list-style-type: none"> The learning program, such a Postgraduate Course of Expert in Road Safety, a face-to-face program with 45 teachers in collaboration with the European University. On the other hand, we offer an e-learning program, an innovate platform with multimedia content, evaluation, and 16 modules with all information and factors involved in road crashes.

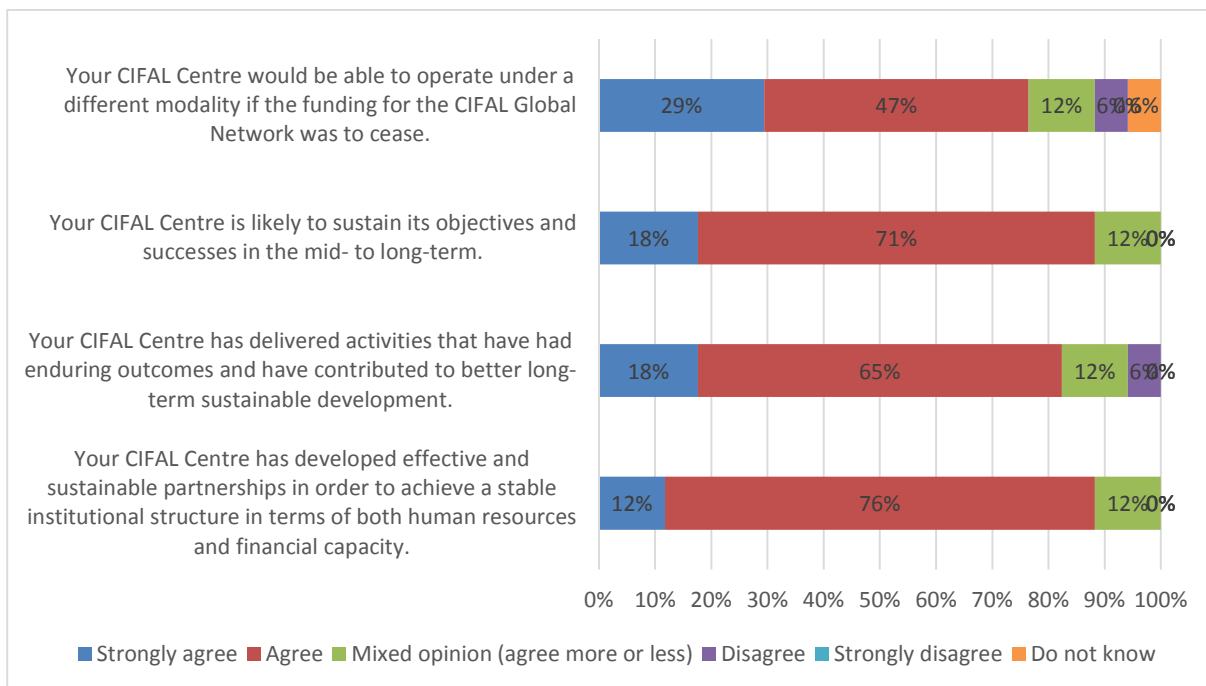
Highlights:

- Respondents indicate that the network has raised the visibility of the 2030 agenda, had an influence on the quality of the training programmes, and contributed to build capacities.
- However, the visibility of the network itself is eventually not very high according to some respondents.

6. Sustainability of the CIFAL Centre

To what extent do you agree with the following statements on the sustainability of the CIFAL Centre and CIFAL Global Network?

Sustainability statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
Your CIFAL Centre has delivered activities that have had enduring outcomes and have contributed to better long-term sustainable development.	3	11	2	1			17
Your CIFAL Centre has developed effective and sustainable partnerships in order to achieve a stable institutional structure in terms of both human resources and financial capacity.	2	13	2				17
Your CIFAL Centre is likely to sustain its objectives and successes in the mid- to long-term.	3	12	2				17
Your CIFAL Centre would be able to operate under a different modality if the funding for the CIFAL Global Network was to cease.	5	8	2	1		1	17



To what extent do you agree with the following statements on the sustainability of the CIFAL Centre and CIFAL Global Network?

Highlights:

- Overall, the assessment regarding the sustainability of the CIFAL Centres and their outcomes is positive but not strongly favorable or with some level of uncertainty.

In your opinion, what are the major factors that influence the achievement or non-achievement of sustainability of your CIFAL Centre?

<ul style="list-style-type: none"> • Adoption of programs by external partners
<ul style="list-style-type: none"> • Changing political context, changing priorities of our strategic partners, changing key persons, competition between UN agencies, competition with commercial training providers and consultants, ...
<ul style="list-style-type: none"> • Experienced, skilled and highly-motivated staff. Great interest in events and trainings organized by CIFAL among potential beneficiaries. High quality of the events and training programmes provided.
<ul style="list-style-type: none"> • Funding or lack thereof Governance structures
<ul style="list-style-type: none"> • Funding support and more visible/practical support from the UNITAR and global network are a huge challenge. Our CIFAL Centre is very much on its own in terms of funding, and it is able to move forward with its mission with practically no financial support from UNITAR and the CIFAL Global network. This is a question raised by our institution which houses the CIFAL Centre: What is the added value of UNITAR and the Global network, aside from the UN label?
<ul style="list-style-type: none"> • Having more funds (or partners involved in the project) to do more activities. Having the support of UNITAR to promote the training programs (f.e to international partners, or Governments...) Innovating through the investigation, research, new tools, technology... Informing about our activity to the mass media and institutions

<ul style="list-style-type: none"> • La qualité des apprentissages ,la pluralité des partenaires ,des budgets conséquents et une autonomisation financière
<ul style="list-style-type: none"> • Leadership in the CIFAL global network and UNITAR.
<ul style="list-style-type: none"> • Major factors for sustaining our centre. <ul style="list-style-type: none"> -Political determination to make contributions to international cooperation -Stable financial flow
<ul style="list-style-type: none"> • Malaga City Council financial and logistical support to CIFAL <ul style="list-style-type: none"> New strong Board members support Team building and new staff Quality of the capacity building
<ul style="list-style-type: none"> • Our Center has an important private partnership that ensures the operation and performance of our activities. Our Center is in a development region, so our training activities are offered free of charge. Our Center does not receive financial support from UNITAR or the CIFAL Network. We make an annual contribution to UNITAR.
<ul style="list-style-type: none"> • That the strategic partner is a solid institution
<ul style="list-style-type: none"> • The popularity and image that gives us belonging to UNITAR is essential to cause the reaction we seek
<ul style="list-style-type: none"> • The way, or know-how, that we make our capacitation courses, that is a multisensorial and multi experimental way because we believe that emotion and cognition have to be together to have a memorable class, and to increase the capacity building.

Highlights:

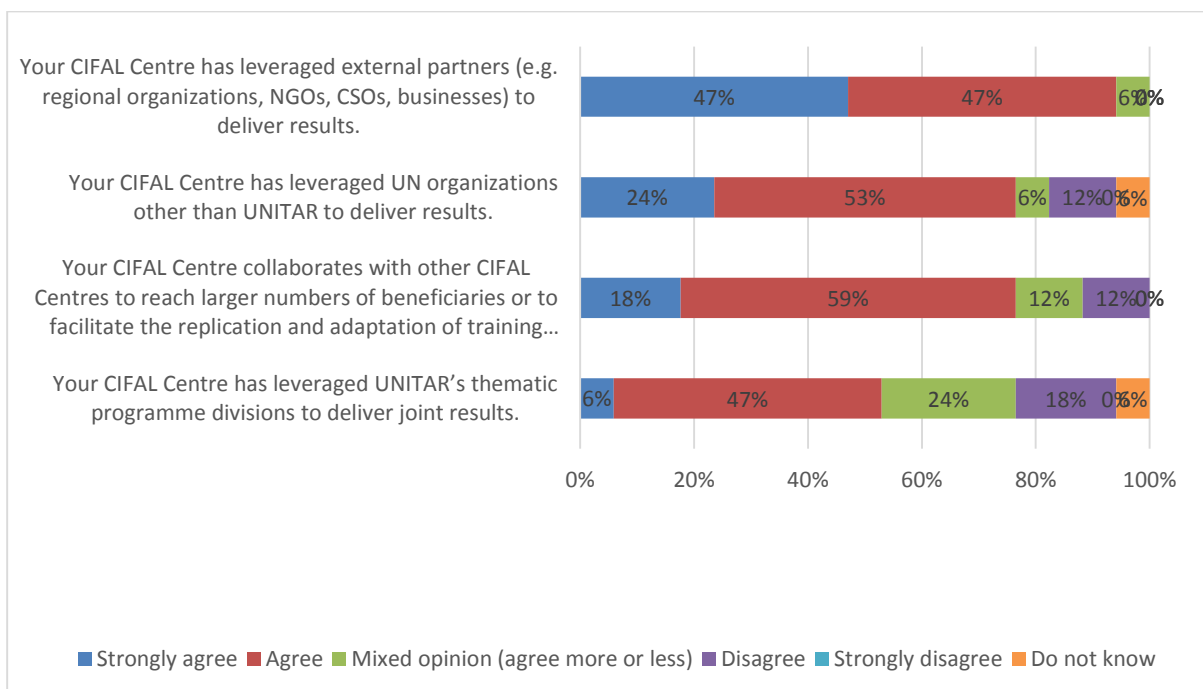
- Not surprisingly, many respondents indicate that financial resources influence the achievement or non-achievement of sustainability of their CIFAL Centre.
- Partnerships and political contexts are also mentioned by several participants as having a role to play in the sustainability of the Centres and their outcomes.
- A few respondents suggest that the role of UNITAR to ensure the sustainability of the CIFAL Centres could be strengthened.

7. Contribution of the CIFAL Centre to the efficiency of the CIFAL Global Network

To what extent do you agree with the following statements on the efficiency of the CIFAL Centre and CIFAL Global Network?

Efficiency statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
Your CIFAL Centre collaborates with other CIFAL Centres to reach larger numbers of beneficiaries or to facilitate the replication and adaptation of training programmes developed by your Centre.	3	10	2	2			17
Your CIFAL Centre has leveraged UNITAR's thematic programme divisions to deliver joint results.	1	8	4	3		1	17

Your CIFAL Centre has leveraged UN organizations other than UNITAR to deliver results.	4	9	1	2		1	17
Your CIFAL Centre has leveraged external partners (e.g. regional organizations, NGOs, CSOs, businesses) to deliver results.	8	8	1				17



To what extent do you agree with the following statements on the efficiency of the CIFAL Centre and CIFAL Global Network?

Highlights:

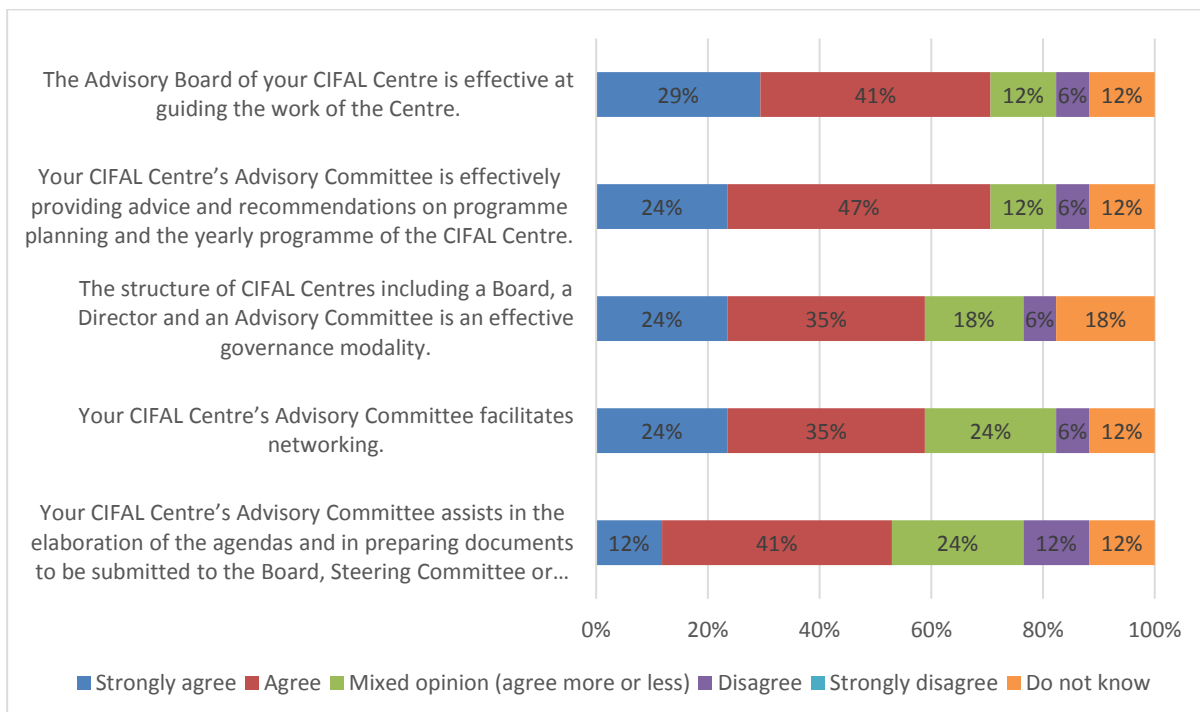
- Many respondents indicate that their CIFAL Centre was able to leverage external partners (e.g. regional organizations, NGOs, CSOs, businesses) to deliver results.
- Few respondents have leveraged UNITAR's thematic programme divisions to deliver joint results.

8. Governance Structure and Management of the CIFAL Centres and Network

To what extent do you agree with the following statements on the governance structure of your CIFAL Centre?

Governance statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
The Advisory Board of your CIFAL Centre is	5	7	2	1		2	17

effective at guiding the work of the Centre.							
Your CIFAL Centre's Advisory Committee is effectively providing advice and recommendations on programme planning and the yearly programme of the CIFAL Centre.	4	8	2	1		2	17
Your CIFAL Centre's Advisory Committee facilitates networking.	4	6	4	1		2	17
Your CIFAL Centre's Advisory Committee assists in the elaboration of the agendas and in preparing documents to be submitted to the Board, Steering Committee or UNITAR Technical Certification Board.	2	7	4	2		2	17
The structure of CIFAL Centres including a Board, a Director and an Advisory Committee is an effective governance modality.	4	6	3	1		3	17



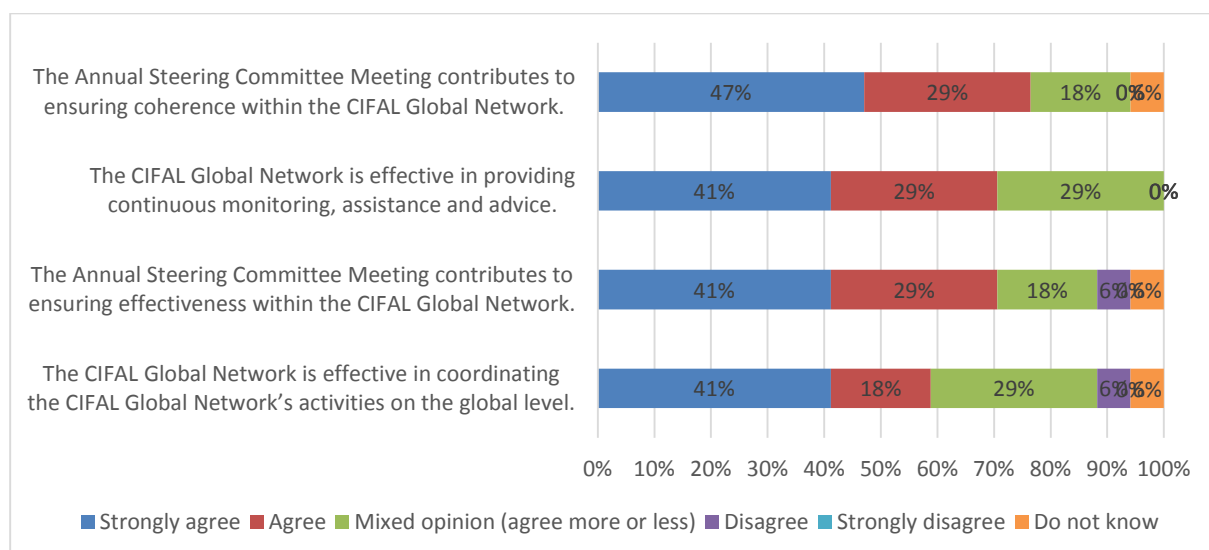
To what extent do you agree with the following statements on the governance structure of your CIFAL Centre?

Highlights:

- Respondents return a rather positive assessment of the local governance structure, except eventually for the assistance provided by the CIFAL Centre's Advisory Committee in the elaboration of the agendas and in preparing documents to be submitted to the Board, Steering Committee or UNITAR Technical Certification Board.

To what extent do you agree with the following statements on the governance of the CIFAL Global Network?

Governance statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
The Annual Steering Committee Meeting contributes to ensuring coherence within the CIFAL Global Network.	8	5	3			1	17
The Annual Steering Committee Meeting contributes to ensuring effectiveness within the CIFAL Global Network.	7	5	3	1		1	17
The CIFAL Global Network is effective in coordinating the CIFAL Global Network's activities on the global level.	7	3	5	1		1	17
The CIFAL Global Network is effective in providing continuous monitoring, assistance and advice.	7	5	5				17



To what extent do you agree with the following statements on the governance of the CIFAL Global Network?

Highlights:

- Overall, the assessment of the governance of the Global CIFAL Network is positive and more favorable than the one respondents made on the local governance structure.
- Close to 30% of the respondents have mixed opinions on the effectiveness of the CIFAL Global Network in coordinating the CIFAL Global Network's activities on the global level.

9. UNITAR Support and Oversight, Quality Assurance and Evaluation

To what extent do you agree with the following statements on the effectiveness of UNITAR in fulfilling its role to support the CIFAL Global Network?

UNITAR support statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
UNITAR's management team (Social Development Programme) is effective in supporting the implementation of the CIFAL Global Network's activities and delivery of results.	4	9	1	2		1	17
UNITAR's management team (Social Development Programme) is effective in promoting synergies with other parts of UNITAR.	5	5	4	1		2	17
UNITAR's management team (Social Development Programme) is 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.	5	4	4	1		3	17
UNITAR's approval of the appointment of the CIFAL Director submitted as an institutional member of the CIFAL's Board is effective.	5	8	2			2	17
UNITAR is effective at discussing the areas of expertise of each CIFAL Centre, particularly in light of the priorities and objectives of the UN and UNITAR programming, and the expertise of the host institutions.	7	6	2	2			17

UNITAR's assignment of the geographical scope of the CIFAL Centres is sound.	2	10	3	1		1	17
UNITAR is effective at providing input on substantive issues and training methodologies including the development of training content, research on knowledge systems, and the promotion/facilitation of knowledge management, new technologies and tools.	2	9	3	2		1	17
UNITAR is effective at setting guidelines for institutional issues and governance, such as agreements with UNITAR and the internal governance structure of each CIFAL Centre.	3	8	3	1		2	17
UNITAR is effective at raising funds for the overall functioning of the network.	1	4	6	2		4	17
UNITAR is effective at encouraging and supporting CIFAL Centres to raise matching funds.	1	5	6	2	2	1	17
UNITAR is effective at ensuring quality assurance of the training programmes which are offered.	4	9	2		1	1	17
UNITAR is effective at setting guidelines for harmonising the image and communication strategies of the CIFAL Centres.	5	9	1	1		1	17
UNITAR is effective at facilitating key strategic partnerships, both at international and local levels in support of CIFAL Centres programmes and activities.	3	7	5	2			17



To what extent do you agree with the following statements on the effectiveness of UNITAR in fulfilling its role to support the CIFAL Global Network?

Highlights:

- Overall, respondents assess favorably UNITAR's support and oversight, quality assurance and evaluation.
- The areas on which UNITAR is found particularly effective include setting guidelines for harmonising the image and communication strategies of the CIFAL Centres; and

discussing the areas of expertise of each CIFAL Centre, particularly in light of the priorities and objectives of the UN and UNITAR programming, and the expertise of the host institutions.

- Areas that return a positive but less favorable assessment include:
 - Raising funds for the overall functioning of the network.
 - Encouraging and supporting CIFAL Centres to raise matching funds.
 - Providing input on substantive issues and training methodologies including the development of training content, research on knowledge systems, and the promotion/facilitation of knowledge management, new technologies and tools.
 - Assigning the geographical scope of the CIFAL Centres.
 - Facilitating key strategic partnerships, both at international and local levels in support of CIFAL Centres programmes and activities

10. Final comments

Do you have any suggestions for improvements of the CIFAL Global Network?

<ul style="list-style-type: none"> • That the names of CIFALs be unified in Latin America as a country and not as cities. So you can have a vision and territorial objectives of each Center.
<ul style="list-style-type: none"> • At our yearly annual meeting we need to discuss and decide (!) on the strategic topics and KPI's for the network as a whole since last year we see some more coherence in the global approach of guiding the CIFAL Global Network, but the team is too limited to do a professional follow up
<ul style="list-style-type: none"> • Expand the scale of the CGN, strengthen the support to CIFAL centers
<ul style="list-style-type: none"> • More activities should be delivered building alliances between centers and other partners More SDG UNITAR material should be produced A funding raising task force for the Global Network should be created
<ul style="list-style-type: none"> • More collaboration among centers
<ul style="list-style-type: none"> • More interactive dialogue tools will be needed to coordinate the system wide cooperation among the centres.
<ul style="list-style-type: none"> • Pour le moment non car je ne sais pas comment le réseau fonctionne
<ul style="list-style-type: none"> • Return of the UNITAR support for acquiring global partnerships and sponsors for development of CIFAL Global Network's global programmes - specific partners providing financing for specific programmes in specific regions.
<ul style="list-style-type: none"> • The communication between and among the CIFAL centres as a network remains a challenge and should be strengthened. Practical linkages and collaboration are difficult in some regions which are physically distant from other centres - and logistics and funding to make coordination and common activities possible are crucial. However, these are exactly at the core of the limitations and problems of better coordination and bigger impact.
<ul style="list-style-type: none"> • UNITAR to lobby for funding for the CIFAL Centres it is a huge problem
<ul style="list-style-type: none"> • We need to strengthen the CIFAL trademark with more communication campaigns
<ul style="list-style-type: none"> • We Need Strategic Global Programs and Strategic global funding.

Highlights:

- Many participants emphasize that collaboration between Centres should be enhanced.
- Funding should also be an area deserving more attention.
- The brand and visibility of the CIFAL Global Network could also be improved.
- Strategic coherence and common goals could also help improving the CGN according to a few respondents.

Any final comments?

<ul style="list-style-type: none"> • That the courses of both UNITAR and CIFALs can be carried out in Spanish for the Latin American Centers. • That workshops be held to the Coordinators, Directors and officials of the CIFALs
<ul style="list-style-type: none"> • CIFAL Global Network is an effective platform for international cooperation and exchange
<ul style="list-style-type: none"> • I am proud to be part of the CIFAL Global Network
<ul style="list-style-type: none"> • I hope this assessment can result in a more global strategic approach of the CIFAL Global Network and more international coherence - very glad with this initiative!
<ul style="list-style-type: none"> • I wish I could see the practical value of UNITAR's support for the centres, particularly in our case. The UN organization in our home country has been meaningful. However, UNITAR's role is hardly felt.
<ul style="list-style-type: none"> • La ville de Dakar est honorée et très fière d'avoir éterné son cifal et elle mesure à sa juste valeur ce que l'UNITAR attend d'elle .Je peux vous rassurer qu'elle fera tout le nécessaire pour son fonctionnement adéquat et sa pérennisation au grand bénéfice des population de toute l'Afrique l'Ouest
<ul style="list-style-type: none"> • No
<ul style="list-style-type: none"> • no.
<ul style="list-style-type: none"> • thank you very much
<ul style="list-style-type: none"> • Thanks for the opportunity you are giving us to express ourselves
<ul style="list-style-type: none"> • Through the global network CIFAL and UNITAR, we are working with other countries to help reduce traffic accidents. We thank UNITAR for allowing us to get where we couldn't before, and we are very proud to belong to this family.
<ul style="list-style-type: none"> • We are new and building capacities

Highlights:

- Most respondents are grateful about the CIFAL initiative and express a positive assessment.

11. Overall assessment

The following table presents an aggregate of all previous survey assessments. Likert scales were indexed (from 5: Strongly agree to 1: Strongly disagree) and sorted to facilitate review and analysis.

To what extent do you agree with the following statements?	Index	Criteria
The programming and activities of your CIFAL Centre are relevant to support local, national and regional efforts that aim to help countries achieving the SDGs.	4,65	Relevance
Broader knowledge-sharing events (e.g. conferences, public lectures, meetings) organized by your CIFAL Centre to deliver results were also leveraged to raise the visibility of UNITAR and the CIFAL Global Network.	4,53	Effectiveness
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of its institutional beneficiaries.	4,47	Relevance
Your CIFAL Centre is well-informed about the applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	4,44	Effectiveness
Your CIFAL Centre has leveraged external partners (e.g. regional organizations, NGOs, CSOs, businesses) to deliver results.	4,41	Efficiency

The Annual Steering Committee Meeting contributes to ensuring coherence within the CIFAL Global Network.	4,31	Global Governance
The programming and activities of your CIFAL Centre are aligned with the needs and priorities of the broader CIFAL Global Network.	4,31	Relevance
Your CIFAL Centre adheres to applicable UNITAR policies and standards for the delivery of training and related programming, including UNITAR's M&E Policy and Quality Assurance Framework.	4,29	Effectiveness
Your CIFAL Centre has contributed to harmonized and standardized knowledge and skills of government authorities, civil society leaders and other targeted stakeholders in the area of sustainable development.	4,24	Effectiveness
UNITAR's approval of the appointment of the CIFAL Director submitted as an institutional member of the CIFAL's Board is effective.	4,20	UNITAR Support
Your CIFAL Centre has installed processes to assess the needs and priorities of its institutional beneficiaries.	4,18	Relevance
UNITAR is effective at setting guidelines for harmonising the image and communication strategies of the CIFAL Centres.	4,13	UNITAR Support
The Annual Steering Committee Meeting contributes to ensuring effectiveness within the CIFAL Global Network.	4,13	Global Governance
The CIFAL Global Network is effective in providing continuous monitoring, assistance and advice.	4,12	Global Governance
Your CIFAL Centre plays an active role in sharing experiences and best practices within the CIFAL Network and provides substantive inputs into training activities and programmes related to its area of expertise.	4,12	Impact
The programming and activities of your CIFAL Centre are relevant to advancing gender equality and the empowerment of women.	4,12	Relevance
The Advisory Board of your CIFAL Centre is effective at guiding the work of the Centre.	4,07	Local Centre Governance
Your CIFAL Centre would be able to operate under a different modality if the funding for the CIFAL Global Network was to cease.	4,06	Sustainability
UNITAR is effective at discussing the areas of expertise of each CIFAL Centre, particularly in light of the priorities and objectives of the UN and UNITAR programming, and the expertise of the host institutions.	4,06	UNITAR Support
Your CIFAL Centre is likely to sustain its objectives and successes in the mid- to long-term.	4,06	Sustainability
The CIFAL Global Network is effective in coordinating the CIFAL Global Network's activities on the global level.	4,00	Global Governance
Your CIFAL Centre's Advisory Committee is effectively providing advice and recommendations on programme planning and the yearly programme of the CIFAL Centre.	4,00	Local Centre Governance
Your CIFAL Centre has developed effective and sustainable partnerships in order to achieve a stable institutional structure in terms of both human resources and financial capacity.	4,00	Sustainability
Your CIFAL Centre has fostered cooperation among cities and identified practical and successful solutions that respond to similar challenges faced by local authorities.	4,00	Impact
Your CIFAL Centre has incorporated a human rights-based approach and a gender mainstreaming strategy in the selection of direct and indirect beneficiaries.	4,00	Effectiveness
You are well informed about the needs and priorities of the broader CIFAL Global Network.	4,00	Relevance
Your CIFAL Centre has delivered activities that have had enduring outcomes and have contributed to better long-term sustainable development.	3,94	Sustainability
The programming and activities of your CIFAL Centre are relevant to meeting the needs of vulnerable groups (e.g. women and girls, children, persons with disabilities, elderly).	3,94	Relevance
UNITAR's management team (Social Development Programme) is effective in supporting the implementation of the CIFAL Global Network's activities and delivery of results.	3,94	UNITAR Support

UNITAR is effective at ensuring quality assurance of the training programmes which are offered.	3,94	UNITAR Support
Your CIFAL Centre has leveraged UN organizations other than UNITAR to deliver results.	3,94	Efficiency
UNITAR's management team (Social Development Programme) is effective in promoting synergies with other parts of UNITAR.	3,93	UNITAR Support
UNITAR's management team (Social Development Programme) is 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.	3,93	UNITAR Support
The structure of CIFAL Centres including a Board, a Director and an Advisory Committee is an effective governance modality.	3,93	Local Centre Governance
UNITAR is effective at setting guidelines for institutional issues and governance, such as agreements with UNITAR and the internal governance structure of each CIFAL Centre.	3,87	UNITAR Support
Your CIFAL Centre's Advisory Committee facilitates networking.	3,87	Local Centre Governance
Your CIFAL Centre collaborates with other CIFAL Centres to reach larger numbers of beneficiaries or to facilitate the replication and adaptation of training programmes developed by your Centre.	3,82	Efficiency
Your CIFAL Centre has leveraged the expertise, capacities, or best practices of other CIFAL Centres to organize new training programmes or events, reach new beneficiaries, or to be more innovative.	3,82	Impact
Your CIFAL Centre has contributed to translate trainings into commitments and concrete action plans to improve cooperation among countries and between municipalities of the region.	3,82	Impact
Your CIFAL Centre acts as an interlocutor between local governments and between local governments and international financial and technical partners.	3,82	Impact
UNITAR's assignment of the geographical scope of the CIFAL Centres is sound.	3,81	UNITAR Support
UNITAR is effective at providing input on substantive issues and training methodologies including the development of training content, research on knowledge systems, and the promotion/facilitation of knowledge management, new technologies and tools.	3,69	UNITAR Support
UNITAR is effective at facilitating key strategic partnerships, both at international and local levels in support of CIFAL Centres programmes and activities.	3,65	UNITAR Support
Your CIFAL Centre's Advisory Committee assists in the elaboration of the agendas and in preparing documents to be submitted to the Board, Steering Committee or UNITAR Technical Certification Board.	3,60	Local Centre Governance
The CityShare methodology has been effective in contributing to sustainable learning and other results.	3,50	Effectiveness
Your CIFAL Centre has leveraged UNITAR's thematic programme divisions to deliver joint results.	3,44	Efficiency
UNITAR is effective at raising funds for the overall functioning of the network.	3,31	UNITAR Support
UNITAR is effective at encouraging and supporting CIFAL Centres to raise matching funds.	3,06	UNITAR Support

v. CIFAL Beneficiaries Evaluation Survey

This annex provides a summary and analysis of the online survey conducted to gather perspectives and feedback on the achievements of the CIFAL Centres according to former CIFAL beneficiaries.

1. Background

The sampling strategy for the survey was random sampling. Out of a list of 10,018 CIFAL beneficiaries recorded in UNITAR Event Management System as having attended CIFAL programmes or events with learning objectives since 2015, the evaluation selected a random sample of 4,724 target respondents. From the list of 10,043 CIFAL beneficiaries having attended a programme or event without learning objectives, the evaluation selected a random sample of 4,775 target recipients of the survey. The overall sample was therefore composed of 9,499 email addresses.

Region of the CIFAL Centre	Randomly selected respondents from programmes/events with learning outcomes	Randomly selected respondents from programmes/events with no learning outcomes	Sub-total target respondents per region
Africa	197	57	254
Asia	1245	181	1426
Europe	493	159	652
LAC	2343	3949	6292
North America	446	429	875
Sub-total	4724	4775	9499

The design of the survey questionnaire relied on the evaluation questions as well as on comparable assessments previously conducted by UNITAR and on complementary research. The questionnaire made room to open-ended questions to collect qualitative insights. The questionnaire was made available in English, Spanish and French. The survey was anonymous and remained open for 3 weeks, from 30 August to 20 September 2019. The initial launch message was followed by a reminder message after one week and by another message a few days later to extend the period of opening of the survey and incite additional responses.

Out of the 9,499 selected email addresses for the survey, 58 were disregarded by the survey platform as containing some invalid information. Accordingly, the survey was launched to 9,441 target recipients. The survey was not delivered to 2,987 email addresses -server not existing, address invalid, routing loop, delivery not authorized, etc.-. This is a rather high average 31% bouncing rate, with some variations across regions from a low 8% bouncing messages for CIFAL Centres in Asia and the Pacific to a high 55% for Centres in Europe. The survey was received by 6454 target respondents. The survey was accessed by 420 target informants among which 153 dropped out without providing any or sufficient meaningful information to be considered in the results. Altogether, the survey compiled feedback from 267 respondents. A detailed review of the responses did not lead to identify and remove any invalid contribution. As questions and sub-questions were optional, several respondents skipped a few questions and the results are presented according to the number of respondents per sub-question. The overall response rate to the email survey is circa 4%. The methodology used to disseminate the survey did not allow to avoid any potential non-response biases. Therefore, the survey does not aim to be statistically representative of the entire target population. Although being based on a significant number of participants, the findings analyzed below are reflective of the opinion of 267 respondents that do not necessarily represent the entire population of CIFAL beneficiaries.

2. Profile of respondents

The first section of the survey intended to collect background information on the survey participants and CIFAL programmes or events they attended.

2.1. Region of work

In which region is the CIFAL Centre located that provided the learning event or training that you attended?	Responses
Africa	24
Asia and the Pacific	137
Europe	20
Latin America and the Caribbean	70
North America	16
Total responses	267

Highlights:

- Largest cohort of respondents is from Asia and the Pacific, followed by LAC.
- Few participants are from North America and Africa.
- Regional participation is not geographically representative of the original random sample (CIFAL centre location of survey recipients: Africa: 3%, Asia and the Pacific: 15%, Europe: 7%, LAC: 66%, North America: 9%).

2.2. Number of learning programmes and events attended

How many CIFAL training programmes or events have you attended over the past 4 years?	Responses
1	193
2 to 5	61
More than 5	10
Total responses	264

Highlights:

- Most respondents have attended only one programme or training.

2.3. Duration of the learning programmes and events attended

What was the duration of the training programme or event in which you participated? (If you have attended several CIFAL training programmes or events, please respond for the most recent one)	Responses
1 day or less	34
2 to 5 days	165
6 to 10 days	9
11 to 20 days	19
More than 20 days	37
Total responses	264

Highlights:

- The majority of respondents have attended programmes or events spanning from 2 to 5 days.

2.4. Topics covered by the learning programme or event

What was(were) the thematic domain(s) covered by the CIFAL training programme or event you attended? (If you have attended several CIFAL training programmes or events, please respond for the most recent one) (multiple responses possible)	Responses
Urban Governance and Planning	47
Economic Development	42
Social Inclusion	17
Environmental Sustainability	77
2030 Agenda for Sustainable Development	60
Other	78
Total responses	321

Other (please specify):

• 1. Training on Climate technology implementations and its solutions for Sustainable Development (6-8 Nov, 2017) and Workshop for developing CCA and DRR in Asia-Pacific region (3-5 Sept, 2013)
• 15th ACI-DNA Assistance Programme
• Airport Customer Experience Management
• Airport management
• Airport operation (Understanding ICAO Annex 14)
• Anti-human trafficking
• APMEN Seminar on Capacity Building Program on model E_port and Trade Facilitation (for APEC economies, BRICS and LMC Countries)
• Aviation Security
• Climate change
• Climate Change Adaptation and Disaster Risk Reduction
• Compliance
• Compliance to Safe Building Codes for Disaster Resilience in South Asia” in April 2018
• Concept art for Entertainment industry
• Coop development
• Course Information technology Application for African English speaking countries
• CSEC & Human Trafficking
• Cultural Tourism
• Cultural Tourism Development
• Cultural Tourism for Sustainable Cities
• Diplomado Internacional en Gestión Aeroportuaria
• Disaster resiliency and risk reduction
• Disaster Risk Reduction
• Diseno, desarrollo e implementacion practica de gobierno y comercio electronico
• DRR and CCA
• UN MDGs and SDGs
• DRR and climate change
• E-commerce
• E-Commerce and Technology

• Educación
• e-learning in IT Aerea Aeronautical Business School
• Emergency management
• Emergency Planning
• Enhancing Human Security of Victims of Trafficking in Women
• E-port and Trade Facilitation
• Finanzas climáticas y bonos verdes
• Gestión Aeroportuaria
• GIS
• GIS IN DEVELOPING COUNTRIES
• Government and electronic commerce.
• Human security
• Human security and human trafficking
• Human Trafficking
• Huracanes
• Hurricane impact in airport
• ICT
• Information and communication technology security (Cybersecurity)
• Information Security
• Information technology
• Information Technology for developing countries
• Informatization
• Integrated Solid Waste Management
• International hurricane seminar
• LOCALIZING THE SDGs
• Neuroscience
• Operaciones Landside
• Protection of Human Trafficking Victims
• Resource Efficient Cities and Eco - Innovation
• Risk
• Road Safety
• Seguridad Vial
• Seminario de huracanes, Merida, Yuc.
• SEMINARIO INTERNACIONAL DE HURACANES
• Seminario sobre, planificación, desarrollo y práctica de la digitalización de Gobierno y comercio electrónico para Cuba en 2018
• Seminary about planning, development and practice of digitalization for egovernment e commerce
• Seminar on information security technology of developing countries in 2018
• Sistema de Información Geográfico de Venezuela 2018
• Smart city
• Sustainable Forest Management and Sustainable Tourism
• Sustainable MICE management.
• Sustainable tourism
• Sustainable Tourism Development
• Tema de huracanes
• Tourism and sustainability
• Traffic
• Transparency and competitiveness; Compliance

Highlights:

- Environmental sustainability is the thematic area most frequently attended by survey respondents, followed by 2030 Agenda for Sustainable Development.
- Among the other learning areas reported by participants, ICT, DRR, airport management, and sustainable tourism are cited several times.

2.5. Type of programme or event attended

What type of CIFAL training programme or event did you attend? (If you have attended several CIFAL training programmes or events, please indicate the type of the most recent one)	Responses
Briefing	2
Conference	12
Course (e-Learning or face-to-face)	31
Fellowship Programme	10
I don't know	8
Meeting	4
Public lecture	3
Retreat	1
Seminar	65
Webinar (i.e. web-based seminar)	6
Workshop	121
Total responses	263

Highlights:

- Workshops and to a lesser extent Seminars are the types of programmes most attended by survey respondents.
- Briefings and Retreats are programmes seldom represented among the survey respondents.
- While the original survey sample featured a balance of 50% of target respondents having attended a programme or event with learning objectives and 50% having attended a programme or event without learning objectives, 76% of survey respondents indicated having attended a programme with learning objectives. Survey participation is not representative of the original sample, but shows a bias in favor of a programmes and events with learning objectives -and non-response bias for events with no learning objectives.

2.6. Year of the CIFAL programme or event

When did the training programme or event conclude? (If you have attended several CIFAL training programmes or events, please select the most recent)	Responses
2015	36
2016	35
2017	51
2018	131
Total responses	253

Highlights:

- The majority of respondents has attended the CIFAL programme or event last year, but more than 70 participants contributed to the survey 3 to 4 years after attending the CIFAL programme or event.

2.7. Type of organization of survey respondents

What is your professional affiliation?	Responses
Academia/university	63
Civil Society Organization: Community-based Organization	1
Government - local	40
Government - national	51
Government - state/provincial	18
International organization (non-UN)	8
Non-governmental organization	28
Private sector	50
Regional organization	4
United Nations - international staff	1
United Nations - local staff	3
Total responses	267

Highlights:

- The largest cohort of survey participants is from government institutions, followed by academia and the private sector.

2.8. Seniority of survey respondents

What is your position?	Responses
Senior executive / director / senior official / senior expert	109
Mid-level manager / mid-level official / mid-level expert	103
Junior official / junior executive / junior expert	38
Other	14
Total responses	264

Highlights:

- The highest number of respondents holds senior leadership positions,
- Other positions level refers primarily to students.

2.9. Age of respondents

What is your age?	Responses
17 and under	1
Between 18 and 30	47
Between 31 and 45	129
Between 46 and 60	67
61 and above	21
Do not wish to tell	1
Total responses	266

Highlights:

- Largest cohort of respondents is between 31 and 45 years old.
- Few respondents are above 61.

2.10. Gender of respondents

What is your gender?	Responses
Female	92
Male	175
Total responses	267

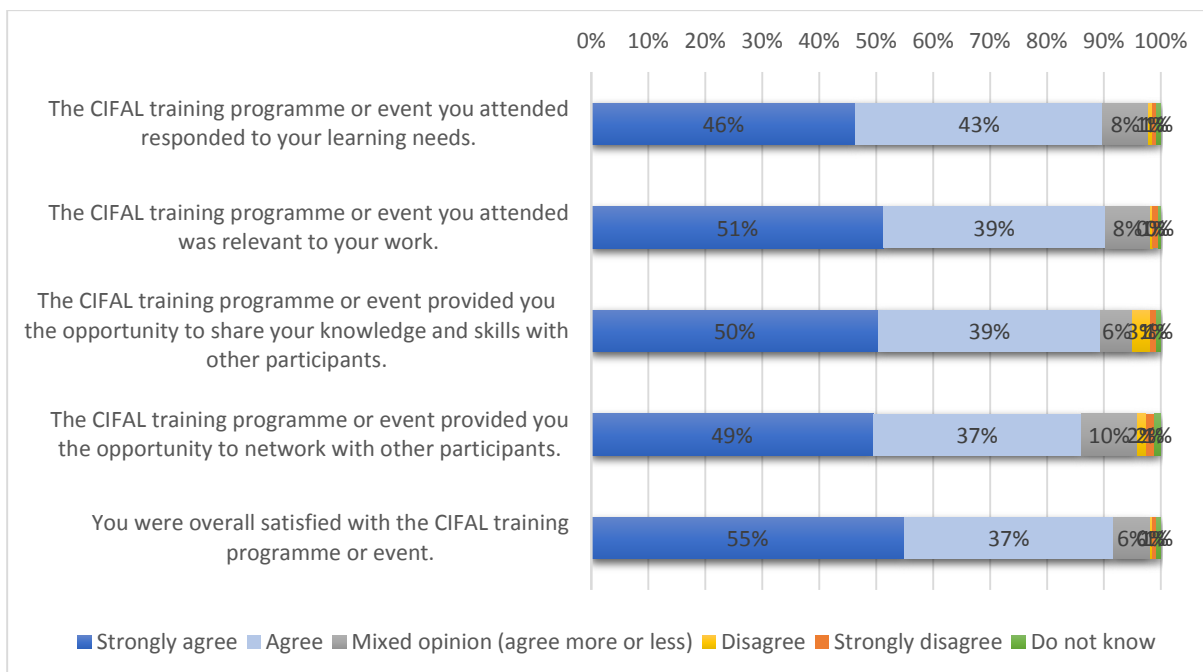
Highlights:

- Unbalanced gender representation with 35% female and 65% male respondents.
- Survey participation more gender unbalanced than random sample of target recipients (45% female, 55% male).

3. Relevance of the CIFAL training programme or event

To what extent do you agree with the following statements on the relevance of the CIFAL training programme or event you attended (if you attended multiple ones, please respond to the questions for the most recent one)?

Relevance statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
The CIFAL training programme or event you attended responded to your learning needs.	123	115	21	2	2	2	265
The CIFAL training programme or event you attended was relevant to your work.	136	103	21	1	3	1	265
The CIFAL training programme or event provided you the opportunity to share your knowledge and skills with other participants.	134	104	15	8	3	2	266
The CIFAL training programme or event provided you the opportunity to network with other participants.	131	97	26	4	4	3	265
You were overall satisfied with the CIFAL training programme or event.	145	97	17	1	2	2	264



To what extent do you agree with the following statements on the relevance of the CIFAL training programme or event you attended (if you attended multiple ones, please respond to the questions for the most recent one)?

Highlights:

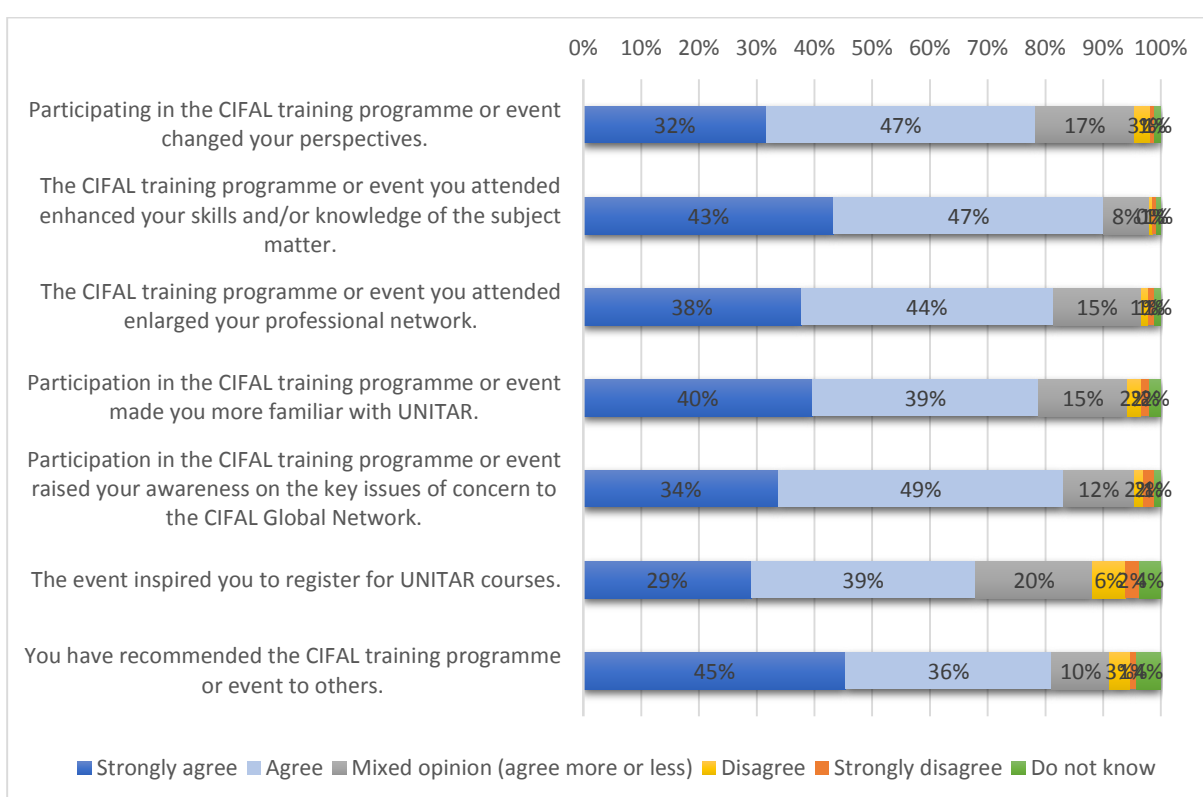
- Overall the CIFAL programmes and events are perceived relevant by close to or around 90% of the respondents.
- Up to 92% of the participants indicate being “overall satisfied with the CIFAL training programme or event”.
- No significant gap reported on any proposed criteria.

4. Usefulness of the CIFAL training programme or event

To what extent do you agree with the following statements on the learning outcomes of the CIFAL training programme or event you attended?

Usefulness statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
Participating in the CIFAL training programme or event changed your perspectives.	83	122	45	7	2	3	262
The CIFAL training programme or event you attended enhanced your skills and/or knowledge of the subject matter.	114	123	21	1	2	2	263
The CIFAL training programme or event you attended enlarged your professional network.	99	115	40	3	3	3	263
Participation in the CIFAL training programme or	103	102	40	6	4	5	260

event made you more familiar with UNITAR.							
Participation in the CIFAL training programme or event raised your awareness on the key issues of concern to the CIFAL Global Network.	88	129	32	4	5	3	261
The event inspired you to register for UNITAR courses.	76	102	53	15	6	10	262
You have recommended the CIFAL training programme or event to others.	118	93	26	9	3	11	260



To what extent do you agree with the following statements on the learning outcomes of the CIFAL training programme or event you attended?

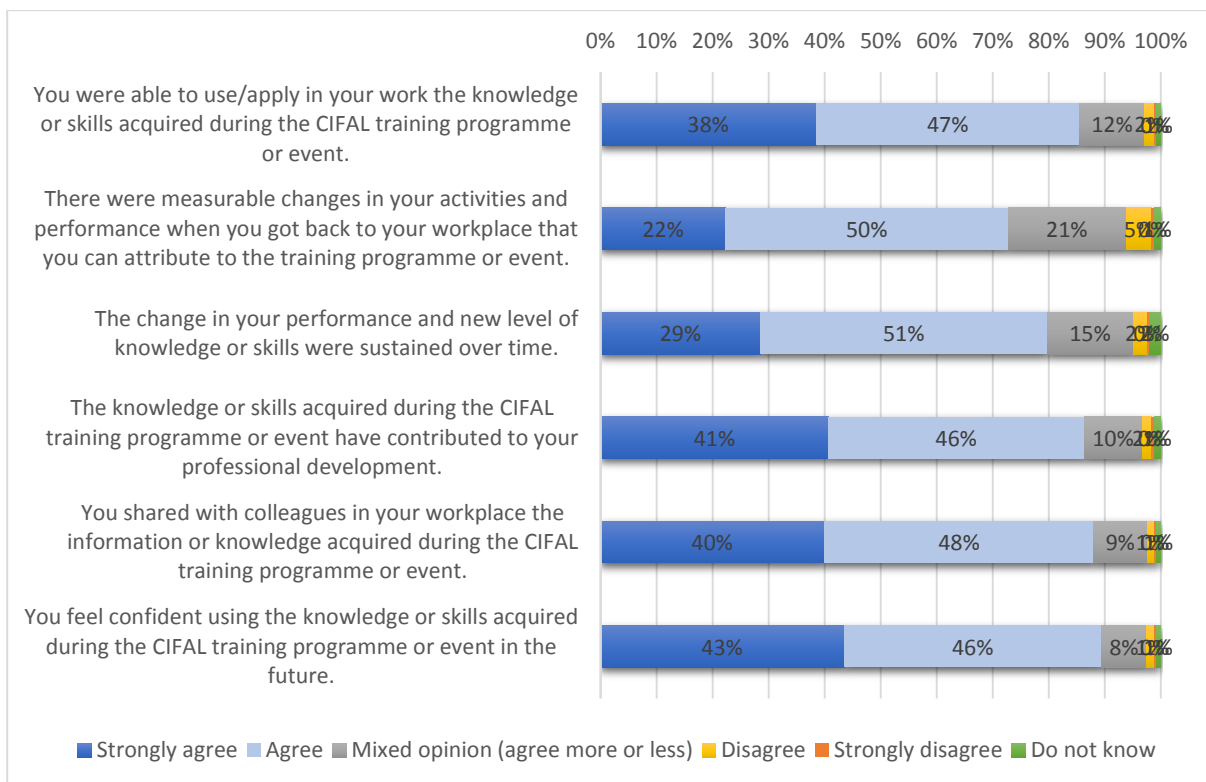
Highlights:

- Close to 80% of the respondent perceive the CIFAL programmes or event attended as useful.
- 90% of the participants indicate that “The CIFAL training programme or event [they] attended enhanced [their] skills and/or knowledge of the subject matter”.
- While remaining a positive assessment, 68% of the respondents reported that the event had inspired them to register for UNITAR courses.

5. Utilisation of the CIFAL training programme or event

To what extent do you agree with the following statements on the effectiveness of the CIFAL training programme or event you attended?

Effectiveness statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
You were able to use/apply in your work the knowledge or skills acquired during the CIFAL training programme or event.	93	114	28	4	1	2	242
There were measurable changes in your activities and performance when you got back to your workplace that you can attribute to the training programme or event.	54	122	51	11	1	3	242
The change in your performance and new level of knowledge or skills were sustained over time.	69	124	37	6	1	5	242
The knowledge or skills acquired during the CIFAL training programme or event have contributed to your professional development.	98	110	25	4	1	3	241
You shared with colleagues in your workplace the information or knowledge acquired during the CIFAL training programme or event.	97	117	23	3	1	2	243
You feel confident using the knowledge or skills acquired during the CIFAL training programme or event in the future.	103	109	19	3	1	2	237

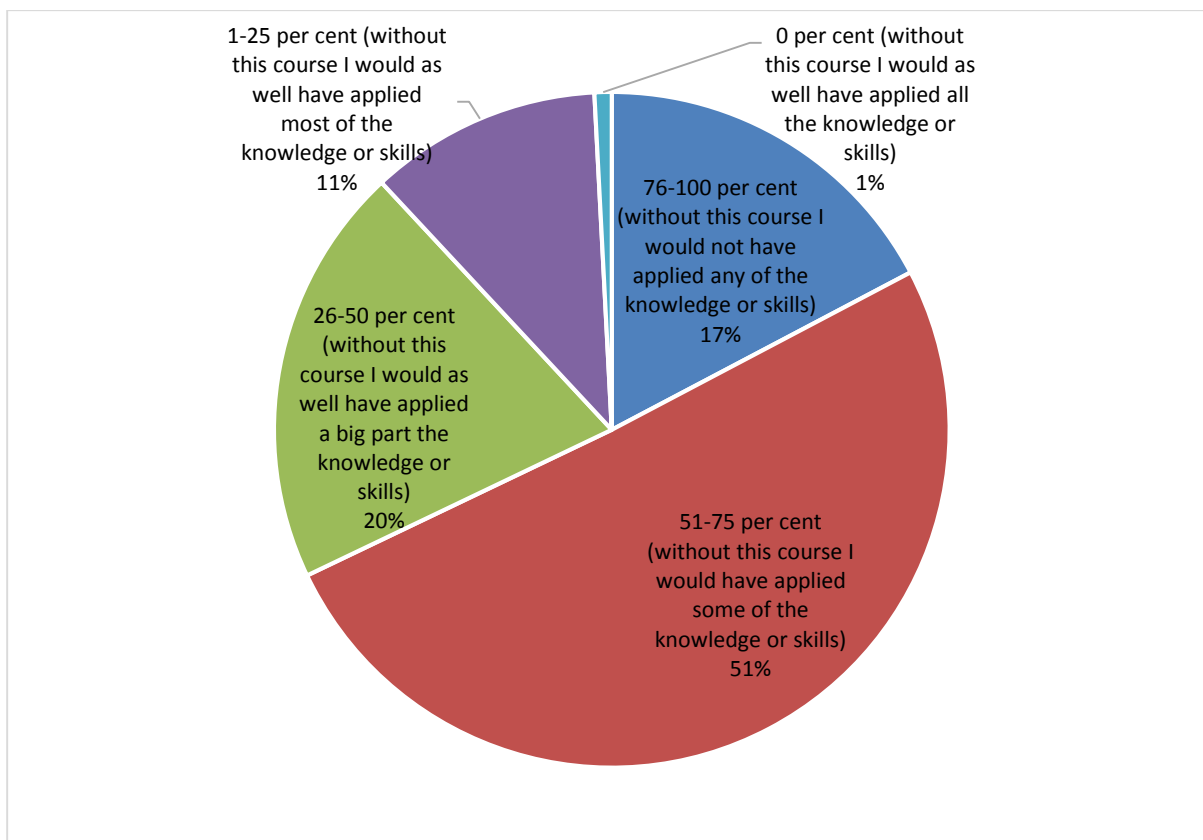


To what extent do you agree with the following statements on the effectiveness of the CIFAL training programme or event you attended?

Highlights:

- There is a perceived sustainability and confidence of respondents in using the knowledge and skills acquired during the programme or event.
- Survey participants found positive but slightly more moderate measurable changes in their activities and performance when they got back to their workplace that you could attribute to the training programme or event.

How much of the application of knowledge/skills to your work can you attribute directly to the course?	Responses
76-100 per cent (without this course I would not have applied any of the knowledge or skills)	42
51-75 per cent (without this course I would have applied some of the knowledge or skills)	123
26-50 per cent (without this course I would as well have applied a big part the knowledge or skills)	49
1-25 per cent (without this course I would as well have applied most of the knowledge or skills)	27
0 per cent (without this course I would as well have applied all the knowledge or skills)	2
Total responses	243



How much of the application of knowledge/skills to your work can you attribute directly to the course?

Highlights:

- Around 68% of survey participants indicate that without this course they would not have applied any or just some of the knowledge or skills to their work.

Besides the course, are there any other factors that changed your behavior related to the topics discussed in the course?

- AWARENESS RISING - OWNERSHIP - NETWORKING- PARTNERSHIPS
- El convencimiento y la necesidad de trabajar en red con otras asociaciones no lucrativas en todos los temas relacionados con los ODS
- la démarche empruntée qui consiste à regrouper des acteurs de la gouvernance locale avec des experts en les incitant à échanger ensemble sur des problèmes spécifiques permet de partager les expériences accumulées de part et d'autre.
- Yes. The topics of the workshop related to the communities that I involve as coordinator in environment education
- Sustainable development includes social, economical and environment. when we do planning a project, it is very important to consider environment factors as well
- About solid waste management in the city
- Actually, I was invited to present a good practice and was selected as 3rd prize winner in the human security category for best post-workshop re-entry plan for a workshop I attended 8 years ago. As a leader of a survivor support group, I am privileged to represent our organization to share our experience with participants and to be recognized for our community development work. We take pride in our work and begin to share it with others about my experience and because of the recognition, we are invited to speak and engage to share our work locally and other parts of the world

<ul style="list-style-type: none"> • Además del conocimiento adquirido, algo muy importante fue las relaciones interpersonales. Pues con las experiencias vividas en uno u otro tema se fortalecen con conocimientos.
<ul style="list-style-type: none"> • Aerodrome certification awareness
<ul style="list-style-type: none"> • After the course, the theme of the SDG was evaluated internally as objectives to be incorporated into the organization's strategy.
<ul style="list-style-type: none"> • Awareness of the human element in disaster risk reduction
<ul style="list-style-type: none"> • Belonging to the UN System contributes in the professional and personal part
<ul style="list-style-type: none"> • can share knowledge between other friends
<ul style="list-style-type: none"> • China's Economic growth, Innovation of China Technology
<ul style="list-style-type: none"> • concientizar al personal.
<ul style="list-style-type: none"> • cooperation between the participants as well as the organizer
<ul style="list-style-type: none"> • Culture and Tourism
<ul style="list-style-type: none"> • Culture, Tourism and sustainability is closely connected was the main learning I have got from the workshop attended
<ul style="list-style-type: none"> • decisión de implementar nuevas acciones en niveles jerárquicos de la empresa
<ul style="list-style-type: none"> • Do not
<ul style="list-style-type: none"> • el curso de huracanes, requiere una actualización del curso
<ul style="list-style-type: none"> • En relación a la importancia del medio ambiente y la autoridad que tiene el operador aeroportuario.
<ul style="list-style-type: none"> • Enterprises visits
<ul style="list-style-type: none"> • Excellent hospitality and course management skill was quite influential to me
<ul style="list-style-type: none"> • Exchange of best practices
<ul style="list-style-type: none"> • Exchanges with the participants
<ul style="list-style-type: none"> • Experiencia cultural
<ul style="list-style-type: none"> • Exposure visit to know solid waste management situation in Korea
<ul style="list-style-type: none"> • Formal courses.
<ul style="list-style-type: none"> • Friendly environment and rapidly developing scenario of China impressed me .
<ul style="list-style-type: none"> • Global networking
<ul style="list-style-type: none"> • Global understanding of governance
<ul style="list-style-type: none"> • I admired how South Korean non-governmental organizations work successfully on protecting victims of labor trafficking. I am convinced to work harder and go forward fighting against human trafficking.
<ul style="list-style-type: none"> • I am not sure, cant remember
<ul style="list-style-type: none"> • i could not remember anything
<ul style="list-style-type: none"> • I got promoted to a position of General Manager Regional Airports and this put me in the position first of all to appreciate the aviation industry and enabled me to take the show in the course of the interview. Secondly as an executive I do a lot of coaching of my subordinates and performance reviews. The promotion as a factor changed my behavior and enhanced my application of the Knowledge, skills and attitude (KSAs)
<ul style="list-style-type: none"> • I have got motivation for energetic work.
<ul style="list-style-type: none"> • I learned about the climate change technology which was new
<ul style="list-style-type: none"> • I meet many people from different country that was good also.
<ul style="list-style-type: none"> • I think that it can change attitude and know more details of training
<ul style="list-style-type: none"> • I'm continuous improving the activities
<ul style="list-style-type: none"> • Inspiring instructor, technology updaters, practical experience sharing
<ul style="list-style-type: none"> • Interaction with other people who are specialists in a given subject. Since not everyone has the opportunity to talk with those people.
<ul style="list-style-type: none"> • Interaction with potential customers.
<ul style="list-style-type: none"> • Interactions with other participants. Follow up.
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately?

<ul style="list-style-type: none"> • It wasn't so much the topics discussed but the networking forged during the workshop with the participants from some of the other countries and also with the government participant from the same home country. The relationships developed during the workshop, which was maintained post event through own efforts, was helpful for networking purposes.
<ul style="list-style-type: none"> • Jeju Island Management, Eco-friendly Island
<ul style="list-style-type: none"> • knowledge sharing from other participants are meaningful and change my perception and behavior
<ul style="list-style-type: none"> • Le réseautage sur le site du CIFAL Ouagadougou m'a permis de rester en contact avec les autres collaborateurs des autres pays pour une continuité d'échange expérience.
<ul style="list-style-type: none"> • lending to the green business, such as agriculture
<ul style="list-style-type: none"> • les relations humaines pendant le seminaire
<ul style="list-style-type: none"> • Logistic arrangements approach within the training days.
<ul style="list-style-type: none"> • Love all the topics, was perfect
<ul style="list-style-type: none"> • MAYOR CONCIENCIA EN PARTICIPANTES.
<ul style="list-style-type: none"> • More conscientious with road safety problem
<ul style="list-style-type: none"> • My knowledge in Eco-innovation was limited but after attending the course my knowledge about it broadened
<ul style="list-style-type: none"> • My perception of China and the way I used to look at Chinese Culture
<ul style="list-style-type: none"> • N/A
<ul style="list-style-type: none"> • NA
<ul style="list-style-type: none"> • Network
<ul style="list-style-type: none"> • new skill with technology intervention
<ul style="list-style-type: none"> • Ninguno
<ul style="list-style-type: none"> • Ninguno
<ul style="list-style-type: none"> • No
<ul style="list-style-type: none"> • No, there are no factors.
<ul style="list-style-type: none"> • No, there is none
<ul style="list-style-type: none"> • None
<ul style="list-style-type: none"> • not at all
<ul style="list-style-type: none"> • Non
<ul style="list-style-type: none"> • OBTUVE UNA MAYOR PERFECCIÓN PROFESIONAL
<ul style="list-style-type: none"> • Other national and international engagements regarding the water sector, reading of reports.
<ul style="list-style-type: none"> • otros documentos referidos a ordenamiento territorial
<ul style="list-style-type: none"> • Oui
<ul style="list-style-type: none"> • Oui, il s'agit notamment des sorties sur le terrain pour les études de cas
<ul style="list-style-type: none"> • Partage d'expérience avec les autres participants
<ul style="list-style-type: none"> • Participant network is very useful factor that we can keep contact until now
<ul style="list-style-type: none"> • Participatory learning
<ul style="list-style-type: none"> • Personal research. Membership of community-led local initiatives. IPCC SR1.5degrees. UN Biodiversity Report. etc etc
<ul style="list-style-type: none"> • realization of the tremendous costs of our waste disposal, which money can be used for livelihood purposes
<ul style="list-style-type: none"> • Road Safety Culture.
<ul style="list-style-type: none"> • Share the instructor experience and application to real life cases
<ul style="list-style-type: none"> • sharing of the learning from different countries and organisation for sustainable management of solid waste
<ul style="list-style-type: none"> • Success stories of other participants.
<ul style="list-style-type: none"> • The ability to have financial support by generating renewable energy credits through the use of CIFAL/UNITAR approval program to further the goals of Sustainable Development for our company and our customers including industry and public municipalities/governments.
<ul style="list-style-type: none"> • The case studies gave me a feel of how power challenges are handled in different countries

<ul style="list-style-type: none"> • The complete incompetence of the UK government in tackling sustainability?
<ul style="list-style-type: none"> • The course add more knowledge a little bit to mine own . Although I have learned more from other new friends in the course , their activities, their experiences their good work, those things did not change my behavior (your question about changing behavior is quite odd to me ! -- we may improve what and how we work on the discussed topics, but -- change BEHAVIOR -- seems too much to conclude as such !)
<ul style="list-style-type: none"> • The course brought awareness. Awareness prompted further research and that research provided other factors that have changed my behavior.
<ul style="list-style-type: none"> • The experience of the participants
<ul style="list-style-type: none"> • The experts and colleagues opinions.
<ul style="list-style-type: none"> • The field trip, which provided us the exposure
<ul style="list-style-type: none"> • The implementability of action plans in the local level including the support of the local governance.
<ul style="list-style-type: none"> • The importance of international networking. Further, learnt much about how many of the resilient cities were planned keeping environmental concerns mainstreamed.
<ul style="list-style-type: none"> • The interactive sessions provided an opportunity to establish new contacts and understand new perspectives from other countries.
<ul style="list-style-type: none"> • The launch of the SDG and the Paris Agreement, as frameworks to develop my career in the following years.
<ul style="list-style-type: none"> • The opportunity to attend the training expanded my network throughout Asia.
<ul style="list-style-type: none"> • The personal exchanges with other participants and presenters
<ul style="list-style-type: none"> • The resource persons and other participants provided useful perspectives and experiences that helped me generate more ideas to apply in my work.
<ul style="list-style-type: none"> • These conferences were one venues that helped me understand the dynamics of cloud computing in developing economies.
<ul style="list-style-type: none"> • to think wider than before course
<ul style="list-style-type: none"> • Una mirada muy diferente de los problemas globales que afectan a toda la humanidad y como podemos aportar desde nuestro rol para que se puedan cumplir los ODS.
<ul style="list-style-type: none"> • Understand and can use in real life and contribution give lecture to student
<ul style="list-style-type: none"> • Understand more clearly on road safety strategy
<ul style="list-style-type: none"> • Understanding and apply some knowledge for my work and contribution for my students and society
<ul style="list-style-type: none"> • Understanding behavioral and cultural factors in each country
<ul style="list-style-type: none"> • Visit enterprises in China to see the real work on ecommerce. Visit provinces in China and visit software enterprises.
<ul style="list-style-type: none"> • Visiting institution of the are in china
<ul style="list-style-type: none"> • Wild animal protection
<ul style="list-style-type: none"> • Work connection with provincial and local governments.
<ul style="list-style-type: none"> • YES
<ul style="list-style-type: none"> • yes, as I am working in an airport, after del course I understand how all the department fusion one to another to make it wokt according to the international standars and the sesurity and facility matters.
<ul style="list-style-type: none"> • yes, cyber protection is one of the areas i considered in the training. such as avoid share my computer, phone or stop storing sensitive documents in those item.
<ul style="list-style-type: none"> • Yes, the implementation of Information Security in developing countries must have a supported by the different branches (Executive, Legislative, Judicial) of government thus creating a supporting infrastructure.
<ul style="list-style-type: none"> • yes, there were many factors
<ul style="list-style-type: none"> • Yes.
<ul style="list-style-type: none"> • Yes. As I am an Urban Planner and working for Municipal infrastructure development, I may apply the knowledge of climate change adaptation and disaster risk reduction to my working area though I have less opportunity to do so.

Highlights:

- A significant number of survey respondents indicate that networking and that the exchanges of perspectives and good practices between participants were among the factors that changed their behavior related to the topics discussed in the course.
- Various respondents highlight that the content of the course has been one factor leading to behavioral change.
- A few respondents share examples of organizational outcomes (e.g. "After the course, the theme of the SDG was evaluated internally as objectives to be incorporated into the organization's strategy").

Please, share concrete examples of application of the skills and knowledge you acquired during the CIFAL training programme or event (i.e. what concretely did you do differently as result of developing knowledge/skills?):

- De momento no hemos hecho nada concreto. Estamos preparando programas y actividades de voluntariado y ODS con la Plataforma del Tercer Sector y Fundación La Liga. Nos reuniremos en Madrid el próximo día 24 de septiembre
- - I introduced new concept and technology that I learned to my workplace
- I keep following update channels and news about technology and e-commerce
- I apply key concepts of e-commerce and new business model in conducting my job.
- - las medidas previas que los instructores dieron a un huracan fueron muy buenas. pero no hubo comentarios durante y posterior al huracanes y ademas las lecciones aprendidas.
- - le developpement de partenariats public prive
- L'expérience en matière de gestion financière locale notamment en ce qui concerne le développement de la capacité d'épargne, l'appréciation des services rendus à la collectivité, la mobilisation des ressources, la planification des investissement, la maintenance du patrimoine, le partenariat public et/ ou privé.
- Training programme focused on the preparation of a solid waste management plan for the city. After the training workshop, I have prepared waste management strategy for two Indian cities
- 1- La gestion du foncier communal
2- La mise en place de l'Observatoire Urbain Local
3- La mise en place d'outils de gestion urbaine (Cf. Le Plan d'Occupation des Sol)
- 1. Transferring environmental issues and the health impact
2. Giving integrated diciplines to enriched skills and knowledge in environmental education
- -a better development with respect to our contingency work plan for Huracan
- Assign a priority to emergencies according to the drought of the Hurricane.
- About information climate change and renewable energy
- ACTUALIZACIÓN DE LOS PLANES DE EMERGENCIA AEROPORTUARIOS PARA LA ATENCIÓN DE FENÓMENOS HIDRO METEOROLÓGICOS
- adquirir nuevos conocimientos tecnicos y experiencias en la redaccion de normas juridicas
- After the course, I realise I wanted to follow doctoral research on the link of urban planning and digitalization for sustainable development. Therefore, I'm currently involved in a PhD.
- after the training, I stop storing my bank account in my phone, in addition, I also tell other not to entrust people with VISA CARD password.
- aplicar las herramientas adquirida con los prestadores de servicios y personal.
- Aplicar los conocimientos adquiridos en el aula de clase. Concientizar a los estudiantes y colegas en la importancia y relevancia de los temas recibidos. Socializar en conferencias y diferentes trabajos los conocimientos adquiridos.
- application of IPCC and UNFCC guidelines to the inventory process
- Applications in the area of geographic information systems are essential for the development of a country
- Applied the learning in preparing municipality solid waste management plan and feasibility study conveyed for selecting appropriate site for landfill
- Applying cloud computing approaches to climate crisis remediation

<ul style="list-style-type: none"> As a result of attending the training, I deepened my knowledge about human trafficking. Although I changed my work from a non-governmental organization to governmental agency, I still work against human trafficking on pro bono basis or volunteer. The training inspired me not to stop working against modern-day slavery even though I change my job.
<ul style="list-style-type: none"> As a university teacher, I am now more inclined to search more materials from a wider variety of sources and ask some of my co-participants who also attended the workshop; Also, I applied some of the ideas given to me through the workshop in my duties as a manager of a protected area that functions as a tourism site
<ul style="list-style-type: none"> As I was working at municipal organization I was able to discuss and apply the knowledge
<ul style="list-style-type: none"> Assist with the planning of an emergency table top exercise. Set-up of the EOC.
<ul style="list-style-type: none"> Awareness raising in the United Nations 2030 program
<ul style="list-style-type: none"> Be partner at compliance group in my organization
<ul style="list-style-type: none"> Before attending this course, the mindset of the development program in my workplace was more focused on construction work rather than human development, but now it has changed, I suggest team work in my workplace to think of sustainable development for the long term by focusing more on developing human resources
<ul style="list-style-type: none"> Catography 3D in social programs
<ul style="list-style-type: none"> COMPARTIR EXPERIENCIAS EN EVENTOS POSADOS E INCLIR UN EJERCICIO DE GABINETE.
<ul style="list-style-type: none"> Composition knowledge applied to storytelling in visual communication for illustrations used as previsualization of a production Color and lighting as storytelling tool Silhouette as tool for design characters and environments
<ul style="list-style-type: none"> connected more widely with other actors in our region
<ul style="list-style-type: none"> Considering all the disciplines together, it was possible to greatly improve the integration of information for airport infrastructure planning
<ul style="list-style-type: none"> Coordination of different agencies during emergency situations.
<ul style="list-style-type: none"> creative tourism and how to make is sustainable as specially Jeju tail hiding concept
<ul style="list-style-type: none"> Debido a que sólo he participado en un sólo evento, la aplicación que realicé en mis labores diarias fue que es muy importante la comunicación con la comunidad, que la comunidad esté enterada de los proyectos a realizarse que se involucre y con esto se evitan muchos problemas posteriores.
<ul style="list-style-type: none"> Developed presentation skills which i have utilized in my job.
<ul style="list-style-type: none"> Development of digital payment channels. Improvements in government management.
<ul style="list-style-type: none"> During the CIFAL training, several success stories of the business sector in working with the SDGs were presented. In this way we could learn from practical examples some ways of applying the SDGs in our organization.
<ul style="list-style-type: none"> Embedding Risk Management in all our activities. Although this Risk assessment and profiling came in regard to Aviation Security. This skill has been applied to all our activities particularly in Project Management.
<ul style="list-style-type: none"> Emergency response estructura drill preparation emergency response protocols
<ul style="list-style-type: none"> Ensure that workers pay attention to detail in all areas of work.
<ul style="list-style-type: none"> Estudio, discusión y análisis de cada objetivo de desarrollo sostenible y sus respectivas metas. Poner en relación los ODS con las acciones que realizamos en la empresa. Revisión y análisis de la cadena de producción, análisis de impacto: positivos y negativos. Proceso de priorización de ODS para certificar la adhesión de la empresa, a partir de consultas internas y externas. Estudio, análisis y discusión del capital social y capital natural. Priorización de 4 ODS para la adhesión, definición de Metas e indicadores, presentación del documento final a CIFAL. Trabajo concreto con nuevas acciones implementadas en la empresa.
<ul style="list-style-type: none"> financiamiento de los gobiernos locales
<ul style="list-style-type: none"> For me, the topics covered during my workshop were quite basic, which most of us who were already experienced in the field would have already known about or would have already been practicing in our line of work.

<ul style="list-style-type: none"> • Going out to attend local tourism community awareness and providing a feedback to our Ministry while at the same time accounting for the processes involved in establishing community based projects and getting the expected outcomes to enhance and develop tourism products available locally in a sustainable manner.
<ul style="list-style-type: none"> • Greater insight into the the SDGs, particularly those concerned with sustainable production and consumption and its application in various industries
<ul style="list-style-type: none"> • here at the airport, emergency plans were adopted according to some information acquired in the seminar
<ul style="list-style-type: none"> • I adopted the skills of the training deliverable techniques received from CIFAL training programme. Our institution-Natures Conservation Pvt. Ltd. is also delivering training course on Environment and Development. I learned many more contents especially on DRR and CCA issues from the CIFAL training programme that I have been adopting in my institution through capacity building training programme to the concerned agencies and participants.
<ul style="list-style-type: none"> • I attended e-course about Green Fiscal Reforms and i was able to use the knowledge gained in making informed and positive inputs towards the carbon tax reforms taking place in my country.
<ul style="list-style-type: none"> • I create a NGO for education similar to the place i take the seminar.
<ul style="list-style-type: none"> • I gained knowledge ans share to network to know UNITAR
<ul style="list-style-type: none"> • I have applied some skills and knowledges that I acquired about Waste water Treatment in the city, especially the good example from Phillipine.
<ul style="list-style-type: none"> • I have applied the skills and knowledge to write new journalist articles.
<ul style="list-style-type: none"> • I have attended more than one course on Anti-corruption. The skills I have learned help me to do better at the company about our Conduct Code, i.e.
<ul style="list-style-type: none"> • I have shared with my donors and team about the use of software
<ul style="list-style-type: none"> • I have started working on community and culture-based ecotourism using the knowledge I have gathered
<ul style="list-style-type: none"> • I knew how to accurately measure power current
<ul style="list-style-type: none"> • I learned about network security so I'm applying that knowledge in my job as Auditor in IT
<ul style="list-style-type: none"> • I learned so many new things about airport management, such as how design a terminal to make it more profitable, how the cargo terninal works, the IACO annex, and all this change my perspective in how international Airports work around the world.
<ul style="list-style-type: none"> • I shared the knowledge during capacity-building trainings I conducted
<ul style="list-style-type: none"> • I start to use online payment and try it with different sites.
<ul style="list-style-type: none"> • I was able to be part of the platform I AM RESPONSIBLE
<ul style="list-style-type: none"> • I was able to contribute in city council meetings
<ul style="list-style-type: none"> • I was able to contribute to rolling out of the SDG implementation awareness raising campaign by assisting in developing the campaign materials and also joining the team to undertake the campaign. Also with some basic understanding on the youths contributions to the SDGs, I was able to effectively organize the youth session during Ghana's validation process of its Voluntary National Review Report.
<ul style="list-style-type: none"> • improvement of emergency preparedness and resilience
<ul style="list-style-type: none"> • Integración
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately?
<ul style="list-style-type: none"> • It was interesting to hear about SDG implementation and also how other countries are doing things compared to the US.
<ul style="list-style-type: none"> • J'ai réorganisé certaines activités d'encadrement des collectivités sous la tutelle de mon service
<ul style="list-style-type: none"> • Knowledge of urban development has increased
<ul style="list-style-type: none"> • La familiarisation avec le processus de localisation des ODD qui m'a faciliter la communication lors de la préparation des modules de formation aux acteurs, La maîtrise des étapes de planification locale et l'élaboration efficace des plans de développement communaux.
<ul style="list-style-type: none"> • la planification urbaine et locale
<ul style="list-style-type: none"> • La visite de terrain lors de la formation m'a permis de voir le concret / pratique qui m'a rassura et m'a permis de mettre également en application dans mon pays

<ul style="list-style-type: none"> • looked for alternative methods of waste disposal harnessed participation of civil and community groups
<ul style="list-style-type: none"> • looking for good examples changed in the cities of whole world
<ul style="list-style-type: none"> • More intensive about the value partnership on road safety projects.
<ul style="list-style-type: none"> • More on teaching
<ul style="list-style-type: none"> • Much greater alignment / integration / reference to UN Sustainable Development Goals
<ul style="list-style-type: none"> • N/A
<ul style="list-style-type: none"> • Ninguno
<ul style="list-style-type: none"> • None
<ul style="list-style-type: none"> • nothing
<ul style="list-style-type: none"> • Perspective of knowledge Application of my new knowledge in my work.
<ul style="list-style-type: none"> • Pilot tests were carried out to improve the elaboration of 3D cartography
<ul style="list-style-type: none"> • Preparing the trafficking cases for prosecution
<ul style="list-style-type: none"> • PRESENTE PROYECTOS PARA LAS MEJORAS EN MI TRABAJO
<ul style="list-style-type: none"> • Que el operador aeroportuario, puede coordinar para que los vuelos lleguen en horarios mas flexibles y así evitar los cuellos de botellas.
<ul style="list-style-type: none"> • Right approach with victims to reach them in more numbers
<ul style="list-style-type: none"> • Road safety it need to understand and all people involve and help to implement to a voice risk from accidents
<ul style="list-style-type: none"> • Security policies created by my organisation were handed full supported by the Executive and Legislative branches of government.
<ul style="list-style-type: none"> • Shared with my donors, co-worker, corporate partners and local NGOs Develop appropriate IEC material
<ul style="list-style-type: none"> • So far I can not apply the skills and knowledge acquired during the CIFAL training program.
<ul style="list-style-type: none"> • Sorry to say frankly that those I learned as new things were from most participants when they share their work, ways of work, strategies etc. not much from the resource people. I may not be the right "trainee" I started those work on CSEC & Human Trafficking many many years before those trainers/ resource persons came to take up this issues; but they came as an UN people. Honestly, I did not learn much from them, but from other participants. So, selection of trainers/ resource persons is very important. Some of them,'teach' the theory , but the participant had real practices and direct experiences that they can draw lessons learned as well as good practices.
<ul style="list-style-type: none"> • Started using new concepts and terminology presented in the seminar during my presentations and courses
<ul style="list-style-type: none"> • Submission of sustainable tourism plans to the provincial office.
<ul style="list-style-type: none"> • sustainability infrastructure construction
<ul style="list-style-type: none"> • sustainable environment
<ul style="list-style-type: none"> • take care more security in our work environment for networking
<ul style="list-style-type: none"> • teaching student at university and also supported road safety vision with related sectors such as transport department, Ministry of public works and transport
<ul style="list-style-type: none"> • Teamwork and planning
<ul style="list-style-type: none"> • The ability to understand and apply learning on team dynamics
<ul style="list-style-type: none"> • the best practices of sustainable development
<ul style="list-style-type: none"> • The biggest change was in my awareness of the problems that exist and that I am responsible to help make a difference regarding those. After our company's SDG training I started a podcast that brings awareness to environmental problems. I have also pushed customers and partners in our business to adopt the SDGs for 2030 and take part in training for their businesses. I talk about it all of the time.
<ul style="list-style-type: none"> • The conference was on sustainability. I was in the government sector at the time of the training. Now I work in a non governmental role, but I implemented many of the sustainable initiatives in my new workplace. I am also active in my home community and communicate regularly with its leaders to ensure sustainability is always in the forefront when they make decisions.

<ul style="list-style-type: none"> • the coordination of the different emergency plans
<ul style="list-style-type: none"> • The knowledge I acquired from the CIFAL training helped me tailored my courses in Cyber security for our students
<ul style="list-style-type: none"> • The knowledge i got from CIFAL helped understand that no matter what we need GIS IN OUR PLANNING ACTIVITES.HAVE BEEN WORKING IN MINISTRY OF ENERGY AND THIS HAS GIVEN ME MORE KNOWLDEGE IS SPATIAL DATA AND HOW TO VISIALIZE IT
<ul style="list-style-type: none"> • The need of improving the security through the technical and, policy and regulator issues
<ul style="list-style-type: none"> • The new technique which can be applied for evaluation oneself before and after the events or activities
<ul style="list-style-type: none"> • The victim0centered approach and the clear understanding about human trafficking helped me to do my job with greater understanding of the issue.
<ul style="list-style-type: none"> • To give examples in new project's discussion.
<ul style="list-style-type: none"> • Trend of the climate change its impact
<ul style="list-style-type: none"> • two eco tourism park was built.
<ul style="list-style-type: none"> • Update of many opearational procedures (airport inspection proces\$dures, APRON mamagenet, etc.)
<ul style="list-style-type: none"> • Was able to advocate for resilient cities, sound planning process more effectively than the past. I attended this training when I was working for a non-UN organisation which is more into advocacy and knowledge sharing. So I was able to use the knowledge more frequently in our advocacy campaigns.
<ul style="list-style-type: none"> • waste segregation of Korea
<ul style="list-style-type: none"> • We have already introduced GREEN PLUS Catlyst in the Brazilian Market.
<ul style="list-style-type: none"> • We have improved our tools for use of our community. Currently, our survivor engagement tools on human trafficking has been enhanced. Secondly, apart from using our tools to empower our target clientele groups, we have transition our organization as a social enterprise and started building a training center which is in its first phase project in order to develop a facility and training program for our initiatives on human trafficking. I also currently enrolled in a counselling diploma course in order to pursue academic advancement in the area of trafficking as a result of my learning acquired during the workshop
<ul style="list-style-type: none"> • WE LEARNED ABOUT CYBER NETWORK. I HAVE LEARNT THAT I SHOULD NOT DISCLOSE MY PASSWORD TO ANYONE. THIS IS FOR SECURITY REASONS
<ul style="list-style-type: none"> • we learnt about solid waste management and institutional setup. it was very impressive to learn about waste reduction/recycling techniques in other countries
<ul style="list-style-type: none"> • With the enhance knowledge on cultural heritage tourism, we have initiated efforts to sustain the implementation of our program through a local legislation. And we were successful in enacting the said ordinance.
<ul style="list-style-type: none"> • Working with large companies to invest in renewable energy projects for themselves and their poor customers would could not afford any energy. All the way to smaller decisions like purchasing electric fork lifts vs Gas powered fork lifts for our company.
<ul style="list-style-type: none"> • workshop on road safety for my students in faculty of Engineering

Highlights:

- Many concrete examples were shared of application of the skills and knowledge acquired during the CIFAL training programme or event.
- Many respondents cite examples of new knowledge acquired through the course.
- A significant number of examples relate to new practices or activities (e.g. “Training programme focused on the preparation of a solid waste management plan for the city. After the training workshop, I have prepared waste management strategy for two Indian cities”; “Submission of sustainable tourism plans to the provincial office”; “improvement of emergency preparedness and resilience”; etc.).

If you have not used in your work the skills and knowledge acquired during the training, what were the preventing factors?

<ul style="list-style-type: none"> • Falta de coordinación hasta ahora
<ul style="list-style-type: none"> • finance
<ul style="list-style-type: none"> • - le contexte socio politique
<ul style="list-style-type: none"> • Les interférences du politique et l'insuffisance de l'implication des populations.
<ul style="list-style-type: none"> • Algunas de las sugerencias no aplican en el aeropuerto, debido a las condiciones locales y Sistema de gobierno.
<ul style="list-style-type: none"> • Certain concepts or initiatives can not be applied due to its scope, impact and cost. It requires to study further into affordable and cost effective solution.
<ul style="list-style-type: none"> • changed in the political context of country in transferring the system from unitary to federal government system. Rights and authority are more decentralised to local government where issues of environment (waste management) is overlooked by infrastructure development.
<ul style="list-style-type: none"> • Congestion with other tasks
<ul style="list-style-type: none"> • Funding
<ul style="list-style-type: none"> • I have been transferred in another department,
<ul style="list-style-type: none"> • I am fully using skills and knowledge acquired from training, because I am a lecturer
<ul style="list-style-type: none"> • I couldn't apply most of the knowledge as I work in supervisor level. I need to be in manager t OK implement all
<ul style="list-style-type: none"> • I have applied the skills and knowledge acquired during the training and from the preparation work as a presenter. I am disappointed, but not surprised at the lack of follow up from the participating organizations and at the slow pace of uptake of cloud computing in Latin American countries.
<ul style="list-style-type: none"> • I HAVE SHARED A LITTLE BIT. I AM IN SUPPLY CHAIN MANAGEMENT AND THE CIFAL TRAINING WAS TOTALLY IRRELEVANT TO ME AS IT DEALT DEEP IN ICT
<ul style="list-style-type: none"> • I have used the knowledge in every day of my duty at work.
<ul style="list-style-type: none"> • I have used the knowledge received and I thank Cifal for it.
<ul style="list-style-type: none"> • I knew most of the info already
<ul style="list-style-type: none"> • I use those skills and knowledge prior to the training ; I mean I use them , but not that acquired from the training. What I want to say is that , what CIFAL has been doing/ organizing are good and useful for those who do not know about it before . It is really helpful for them. Many in my course appreciated new things they learned. I myself , may not be the right person to learn those thing as I have done as such before. I started ECPAT International Campaign re CSA / child sex tourism since 1990 (with research on this issue during 1987 -1990) and started to work on cases of trafficking since 1982 -- when the word "human trafficking" has not been uses as in the present context/ situation.
<ul style="list-style-type: none"> • I used it.
<ul style="list-style-type: none"> • I wanted to work on the networking opportunities i saw there but nothing happen
<ul style="list-style-type: none"> • If I have not used in my work the knowledge and skills obtained during the training, the preventive factors were limited.
<ul style="list-style-type: none"> • involvement of too many stake holders
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately?
<ul style="list-style-type: none"> • It would be hard to identify any specific skills or knowledge acquired.
<ul style="list-style-type: none"> • It's not really relevant to my job at this time.
<ul style="list-style-type: none"> • lack of support from some community leaders
<ul style="list-style-type: none"> • Maybe if you choose the persons who assist previously, it could be positive to the course. Because I was in a very heterogeneous group, that is positive in some sense, but negative when you try to go in deep in some topics. In need more detail in some topics to apply the knowledge in my daily work.
<ul style="list-style-type: none"> • Most of the limiting factors are due to the nature of the work I am involved in. At the time I was in municipal and state government. In recent years I have done more consulting and private sector work.
<ul style="list-style-type: none"> • My current work position (at provincial level) doesn't give me much opportunities to use the knowledge and skills acquired during the training. I am expecting a transfer to the national level, then I will have more opportunity.

• N/A
• NA
• Ninguno
• ninguno.
• No
• no hubieron
• no I used the knowledge
• no limitation
• no thing
• No, i used the skills and knowledge
• Non concerné
• None
• Not Aplicable.
• not applicable
• not applicable to me
• Not so much !
• Nothing
• nothing
• One is the availability of local funds to implement the created actions plans. Another is the bulk of work needed in the local, which needed to be managed effectively because some tasks were more urgent while some are less important. This can be attributed to the minimal workforce we have in the office.
• RAS
• sans objet
• Si los apliqué.
• si, tuvimos aplicamos algunas recomendaciones preventivas.
• Some modernizations are not applied to our current state of technology, E-commerce policy.
• SOME SKILLS WERE NOT AQUIRED BECAUSE THEY WERE SELLING SOFTWARES AND WE WERE NOT EVEN GIVEN TRIAL VERSIONS OR CONTACTS ON HOW TO LINK UP IN CASE WE NEEDED THE SOFTWARE SECONDLY SOME WERE IN IN ENGLISH LANGUAGE
• Supporting infrastructure. The lack of proper awareness, guidelines and standards prevented the adaptation of key security best practices.
• Talleres sin contenido, malos facilitadores. Unicamente interés de CIFAL por aparentar y aparecer
• The knowledge acquired in the course, I could put into practice for a short time, because I changed my job
• The knowledge I have acquired can apply it every day cooperating to improve safety , security and facility cooperating with the authority at the airport.
• The Skills and Knowledge has been fully applied and improved our productivity.
• The training were more about knowledge sharing than new skills for me, but I am quite senior so I didn't expect any structural change in my skills. It is always good to participate and to keep involved in ongoing new activities, no matter it doesn't dramatically change your skills portfolio. So I am satisfied the way it is.
• Though my organization has been contributing in municipal infrastructure development but fully depend on development partner (the World Bank) for credit and so has to follow their guidelines during implementation of any program where I have less or even no opportunity to apply my skills and knowledge acquired from the CIFAL.
• time consuming to approve project proposal and fund scarcity.
• TRANSMITIR EL CONOCIMIENTO ADQUIRIDO. EN CURSO.

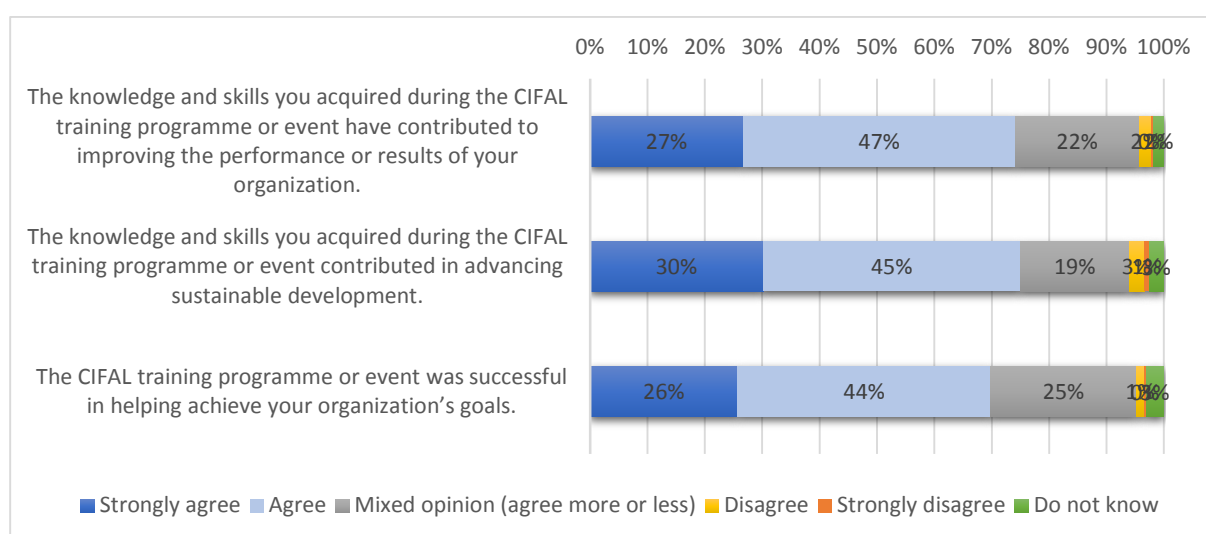
Highlights:

- Several participants indicate that they were not able to use the skills and knowledge acquired during the training because of a lack of funds to initiate action and implement projects.
- A few respondents indicate that the local context was not entirely conducive to using the skills and knowledge acquired during the course, for example when a lack of decision-making capacity or support from local leaders.

6. Organizational impact of the CIFAL training programme or event

To what extent do you agree with the following statements on the impact of the CIFAL training programme or event you attended?

Impact statements	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total
The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.	62	110	50	5	1	4	232
The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.	70	104	44	6	2	6	232
The CIFAL training programme or event was successful in helping achieve your organization's goals.	59	101	58	3	1	7	229



To what extent do you agree with the following statements on the impact of the CIFAL training programme or event you attended?

Highlights:

- About 75% of the respondents indicate that the knowledge and skills they acquired during the CIFAL training programme or event contributed in advancing sustainable development.
- A positive assessment but slightly less recognized was returned about the successfulness of the CIFAL training programme or event in helping to achieve the goals of the organization of the respondents.

Please, share concrete examples of the types of organizational improvements, contribution to advancing sustainable development, or other institutional impacts that resulted from the skills and knowledge you acquired during the CIFAL training programme or event:

- - de alguna manera lo que hicimos fue organizarnos de una forma mejor internamente e hicimos gestión con externos (autoridades civiles y militares y particulares).
- Hasta ahora y como no hemos puesto en marcha ningún programa, no puedo evaluarlo
- I have been appointing as an expert to improve the concept of Green Cities at two Regencies of North Sumatera Province (North Tapanuli Regency and Pakpak Bharat Regency) . This opportunities will improve local government organizations to develop seminars, workshops and research in sustainable cities
- la prise en compte de la dimension relative à l'autonomie financière de la collectivité locale, l'obligation de rendre compte, la satisfaction progressive des engagements en matière d'accès aux services sociaux de base (eau, éducation, santé etc.)
- 1- Les techniques de collecte d'informations pour le fonctionnement de l'Observatoire Urbain Local
2- La méthodologie pour la mise en place d'un système de gestion urbaine
- activar protocolo y coordinación en cualquier eventualidad.
- After the CIFAL training we decided to open a new business unity related to sustainability.
- After training at CIFAL, the organization can better understand its responsibility and contribution to achieving the 2030 Agenda goals, which boosted our adherence to the Global Compact in the same year (2016).
- An improved level of MICE training and short courses for sustainable development.
- As I have already mentioned before, I have involved in several research projects after coming back from the workshop which definitely indicates a concrete example of the advancement of my organization resulted from the skill and knowledge.
- As mentioned in the previous page, before we are just a community-based organization promoting our advocacy on survivor engagement. With the CIFAL training, we have embarked in a fund raising campaign in order to build an academy and a social business in order to sustainability implement our interventions. The CIFAL training helped as create a long term plan to build an academy to reach more vulnerable populations.
- At our company we have implemente a Conduct Code - my Experience on the CIFAL Workshop help me to understand better what the company were proposing.
- Being an organisation more into advocacy, we were able to bring about innovation, new ways of thinking to government officers and stakeholders in city planning and solid waste management related advocacy campaigns.
- change the type for the networking
- Changes were made based on the map production chain, to speed up the processing time without losing the metric accuracy
- Community planning with 3d mapping and its link with geographic information systems
- Desarrollo de la economía
- development of regulation for cyber security
- Embedding SDGs in former organisation
- Emergency planning especially improved coordination with the various stakeholders.
- Enhanced application of sustainable development principles and practices to our consulting activities and to clients especially local governments

<ul style="list-style-type: none"> • Global knowledge about road safety problem and this allows me, as a specialized journalist, express better to society how to prevent road accidents.
<ul style="list-style-type: none"> • Government development and electronic commerce in the country.
<ul style="list-style-type: none"> • greater awareness of colleagues led to smooth passage of several legislation on environmental issues
<ul style="list-style-type: none"> • I acquired a lot of theoretical and practical knowledge about human trafficking from the training. 3 staff from our organization attended the training. Although all of us changed our work, we still continue working human rights and social welfare issues successfully. For instance, Ms. Z. [name removed] is currently working as a lecturer at the medical Science University while I am working at Deputy Prime Minister's Office. . Ms. D. O. [name removed] is working as a volunteer at our former NGO, Human Security Policy Studies Centre.
<ul style="list-style-type: none"> • I am work for Faculty of Engineering National University of Laos I give lecture on road safety to my students
<ul style="list-style-type: none"> • I can now write better news stories with authority
<ul style="list-style-type: none"> • I could see the real life applications of eco-innovation, I recommended in the city council meetings
<ul style="list-style-type: none"> • I do reorganization programs. Now applying neuroscience
<ul style="list-style-type: none"> • I find the course is important for developing countries such as Cambodia, which stepped into the global market, especially for private sector development. For example, Visa Card
<ul style="list-style-type: none"> • I HAVE BEEN ABLE TO DO DATA COLLECTION ,ANALYSIS AND DATA MANIPULATION USING GPS BY VISITING DIFFRENT POWER GENERATION SITES.
<ul style="list-style-type: none"> • I have encouraged other colleagues to attend other CIFAI UNITAR events and they have applied what they learned; The new ideas I started implementing provided new offerings by our organization; I have also used the materials given during the workshop in teaching my courses; I have developed proposals to be submitted for funding
<ul style="list-style-type: none"> • I learned to apply strategic objectives to improve my department.
<ul style="list-style-type: none"> • I utilize this knowledge by expanding to students and colleague
<ul style="list-style-type: none"> • If my organization is financially strong for funding in municipal infrastructure development, then my organization will be able to follow/maintain its own guidelines, and I can get opportunity to apply my knowledge and skills.
<ul style="list-style-type: none"> • If these questions were asked about a year or two after we finished the course and came back to our work , it would be better and you will get good responses. But for me, it is more than 5-6 years (not remember well when; it was before the big accisent happenned with the ship sinked in your city !) I cannot answer well on this question. It was too long time ago.
<ul style="list-style-type: none"> • Implementación de paneles solares en la terminal, logrando así eficientizar el ahorro energético
<ul style="list-style-type: none"> • Improved in Security Oversight. Put in place systems that ensure that screening is of Passengers, mails and cargo departing our airports meetings ICAO standards.
<ul style="list-style-type: none"> • improvement of emergency plans, improvement on emergency preparedness and recovery
<ul style="list-style-type: none"> • In the framework of HABITAT III, a fair of responsible practices has been held with local actors. A ZERO HUNGER international event was held
<ul style="list-style-type: none"> • Internet system in my organization should be encrypted in order to avoid outside intrusion.
<ul style="list-style-type: none"> • inventory guidelines to report
<ul style="list-style-type: none"> • It ensured that participants were fully aware of the planning, development and training required to conduct a full scale exercise. it also gave you the tools to be effective in conducting a full scale exercise.
<ul style="list-style-type: none"> • It improved my submission due to the different perspectives I gained. Also, there's always an opportunity to share new knowledge and better and improved ways of going about our everyday activities.
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately?
<ul style="list-style-type: none"> • Les expériences des villes et les études de cas m'a permis de réaliser des analyses critiques de différents situations et essayer de mieux cibler les outils par rapport au contexte local. Les exercices en sous groupe m'a permis de réfléchir sur des cas concrets et à proposer des solutions adaptées à ma collectivité.
<ul style="list-style-type: none"> • Linking with projects that promote the SDG program in local governments

<ul style="list-style-type: none"> • l'organisation des évènements , la réalisation des activités sur le terrain, l'appui aux collectivités territoriales
<ul style="list-style-type: none"> • Mayor integración de equipos técnicos de distintos sectores dentro de la empresa. Posibilidad de hacer visible las acciones emprendidas por los Sectores social y ambiental. Mayor valorización del trabajo que realizan los Sectores Social y Ambiental dentro de la empresa.
<ul style="list-style-type: none"> • More awareness of things related to sustainability.
<ul style="list-style-type: none"> • More people are making decisions with the SDGS in mind
<ul style="list-style-type: none"> • my city become more clean and beautify
<ul style="list-style-type: none"> • My job is about consultanting and providing professional advise to my clients in public and private organisations. having attended CIFAL course, I am able to diversify the portfolio of sills that we are able to provide to our clients.
<ul style="list-style-type: none"> • My organization in particular will most likely not benefit from the training but it did help our RCE organization.
<ul style="list-style-type: none"> • N/A
<ul style="list-style-type: none"> • NA
<ul style="list-style-type: none"> • No comment
<ul style="list-style-type: none"> • No se tuvo mucho a nivel de mejoras organizacionales
<ul style="list-style-type: none"> • not in this moment
<ul style="list-style-type: none"> • nothing
<ul style="list-style-type: none"> • One is the creation of our office in 2016 exclusively in charge for the tourism, culture, arts and information programs of our city. Through this, we have established a set of people who implements, monitors and evaluates related programs.
<ul style="list-style-type: none"> • Our organization produces training manuals and provides training to the government agencies/UN agencies/Non-government agencies specially in the sector of Climate change and disaster risk reduction, mapping, risk assessment in different sectors particularly Water & Sanitation and Agriculture that certainly contribution to advancing sustainable development.
<ul style="list-style-type: none"> • Overall approach towards human trafficking for removal
<ul style="list-style-type: none"> • planificación e identificación de objetivos de trabajo, capacitación al resto del personal del área de trabajo
<ul style="list-style-type: none"> • Promoting green economic and environment friendly electronic vehicles.
<ul style="list-style-type: none"> • Recognition of diverse cultures in workplace Networking and sharing information beyond workshop ie geared towards meaningful partnerships to affect change
<ul style="list-style-type: none"> • reuse of waste in different way
<ul style="list-style-type: none"> • sans objet
<ul style="list-style-type: none"> • Since the seminar, my organization have been able to maximize the retributions from every drill, making each one of them to provide as much improvement opportunities as possible. Making that every dollar invested on it gets the most value as possible, by reducing cost, improving the protocols for observants, etc
<ul style="list-style-type: none"> • some policy changes implemented in relation to SWM
<ul style="list-style-type: none"> • Starting a climate crisis mitigation project in Costa Rica. May sponsor scholarships to involve students in some of the projects.
<ul style="list-style-type: none"> • Strengthening of network with government officials from home country and certain countries within the region.
<ul style="list-style-type: none"> • Support of targets on my own technical proyect.
<ul style="list-style-type: none"> • Supported in preparing the plan for solid waste management and monitoring plan in more scientific manner
<ul style="list-style-type: none"> • sustainable issues were understood in deep and how to spread awareness regarding sustainable development were understood and implemented after attending the workshop
<ul style="list-style-type: none"> • sustainable tourism concept and how to develop tourism similar to Korea case
<ul style="list-style-type: none"> • teenr un criterio del financiamienel programa es buenoto de los gobiernos locales
<ul style="list-style-type: none"> • the organization is taking care about the seminar topics
<ul style="list-style-type: none"> • The development of a strategic vision for my city.

<ul style="list-style-type: none"> • The information network is indispensable to give information to all organization and users, so improving the network with recommendations will help to attend risks and vulnerabilities
<ul style="list-style-type: none"> • The knowledge acquired help our school in opening a Master class on Cyber security
<ul style="list-style-type: none"> • The organisation is encourage to promote awareness and give guidelines to it employees about security best practices.
<ul style="list-style-type: none"> • The Viracopos airport master plan review, could consider global trends and experiences through experiences presented throughout the course.
<ul style="list-style-type: none"> • to add more technical vocabulary that is common in the industry, understand the decisions taken based on criteria from the workshop
<ul style="list-style-type: none"> • Tout un programme d'élaboration de documents de planification locale a été mis en place pour toutes les communes et tous les cantons et de nombreux projets financés par les partenaires au développement mis en place dans cet objectifs
<ul style="list-style-type: none"> • TRABAJAR EN EQUIPO TODOS LOS INTEGRANTES DE COMITES.
<ul style="list-style-type: none"> • Trabajo para el Gobierno Autónomo Descentralizado de la Provincia de Pichincha en el área Ambiental. Como Ing. Ambiental al evento que asistí se tomó el tema de Gobernanza ambiental donde pude constatar que la comunicación eficiente y eficaz es un pilar fundamental, en nuestros planes y programas ambientales vamos de mano con el trabajo conjunto con la comunidad.
<ul style="list-style-type: none"> • Updated road safety document for University and also helps related sectors to solve the traffic accident issued
<ul style="list-style-type: none"> • Upon completion of the course I prepared a document for my organization with key take aways from the course. I also provided recommendations for improvement of the organization. Currently I do not work directly in the Customer Service Department however I shared the information with my colleagues so they can utilize it to the betterment of the organization.
<ul style="list-style-type: none"> • We are in a process to develop apps related with DRR
<ul style="list-style-type: none"> • We have cut the use of plastics in our facility by 98% to reduce waste.
<ul style="list-style-type: none"> • We have improved within our organization in terms of Solid waste management and Waste water treatment planning in the city.
<ul style="list-style-type: none"> • We have launched a green magazine and a green podcast to help bring awareness to SDGs 7, 11, 13 and 15. We have strengthened hiring and promotion policies to improve our observance of SDG 5. Our Latin American operation has gone zero waste in our facility. Our US facilities are on the pathway to doing the same and all future facilities created in our business across the globe will be created with a zero-waste approach in mind.

Highlights:

- A significant number of examples regard the implementation of the SDGs with concrete outcomes reported in terms of sustainability and waste management (policies, projects, new practices).
- Several concrete outcomes reported by respondents refer to security (cyber security, airport management, DRR, road safety).
- A few examples of improved business processes (e.g. "Changes were made based on the map production chain, to speed up the processing time without losing the metric accuracy").

Do you have any suggestions for improvements of the CIFAL training programmes or events?

<ul style="list-style-type: none"> • Alguna capacitación específica para ONGS
<ul style="list-style-type: none"> • considero que en este curso de huracanes, se establezcan previamente los protocolos que debe cumplir el curso, para que te lleve de la mano y se cumpla al final, con los objetivos preestablecidos al inicio.
<ul style="list-style-type: none"> • - More experts who have practical knowledge in the field • - Assess level of participants and course contents that fit
<ul style="list-style-type: none"> • please avoid, 5 years criteria, of eligibility, that if anyone attended training, that person cannot attend that training before 5 years.
<ul style="list-style-type: none"> • - Prolonger la durer des session de formation d'une (01) à deux (02) semaines; • - Augmenter les sorties sur le terrain pour les études des cas pratiques

<ul style="list-style-type: none"> - Songer à mettre en place des sessions régulière de recyclage ou de mise à niveau des bénéficiaires de formations CIFAL - Mettre l'accent sur le travail en réseau des bénéficiaires de formations CIFAL
<ul style="list-style-type: none"> • all are really great in contents and management
<ul style="list-style-type: none"> • All program of CIFAL all are good topics and hot issue of society
<ul style="list-style-type: none"> • Améliorer les condition de travail des expert CIFAL, Augmenter la durée des formation, Améliorer les supports
<ul style="list-style-type: none"> • An ability to reward companies to get the message out about the Sustainable Development goals programs to other companies or governments as it is still not really known in the general market place.
<ul style="list-style-type: none"> • arranging more exposure visit where the best practices are implemented
<ul style="list-style-type: none"> • As the course was in its inception I think the content was adequate however this can be expanded to cover a few other critical areas. The duration of the course should be revisited as there was a lot of information packed in a short period of time.
<ul style="list-style-type: none"> • Associer la société civile à l'approfondissement des échanges avec les acteurs locaux, les experts pour un accès au marché financier, une reddition des comptes régulière, un partenariat durable pour le développement local.
<ul style="list-style-type: none"> • can we create more CIFAL at national level to gain proximity, adaptation and reduce cost for the beneficiaries??
<ul style="list-style-type: none"> • CIFAL has been doing well. The programmes make the participants from different countries get to know each other, know their good works and share experiences with each other. CIFAL created relationship among them. Some lectures are useful and helpful. (I have limitation on this as I attended only one course , and on the issues I have been working on already) When you have a new course on tourism , for example, I share you email with the Ministry of Tourism (the Minister himself) and encourage him to send his personnel to attend-- not sure if any came.
<ul style="list-style-type: none"> • CIFAL SHOULD ALWAYS LET US KNOW THE SOFTWARE ENGINEERS THEY BRING FOR US SECONDLY THEY ARE REALLY GOOD IN PROMOTING CULTURE
<ul style="list-style-type: none"> • CIFAL should organize periodically events with previous trainees in order to update information and Exchange experiences.
<ul style="list-style-type: none"> • CIFAL should provide translators who have knowledge of the domain of the courses.
<ul style="list-style-type: none"> • CIFAL training programme should include any pilot project for good participant cities to illustrate programme to senior level leaders in the city and province.
<ul style="list-style-type: none"> • Como sugerencia que se trabaje más directamente con los Gobiernos Locales, es decir con los Gobiernos Municipales, Parroquiales y Provinciales, pues es muy importante elevar el nivel técnico de los y las funcionarias.
<ul style="list-style-type: none"> • Development of some aviation safety training in french language
<ul style="list-style-type: none"> • Do not
<ul style="list-style-type: none"> • Each of the participants that attend are experts in their own right. There needs to be more breakout sessions that allow for more effective information sharing during the workshops.
<ul style="list-style-type: none"> • Earlier announcements because the events are known only to prospective participants in a very short period of time. It makes processing of travel documents challenging; Emphasis on establishing stronger linkage among participants by giving opportunities for continued connection
<ul style="list-style-type: none"> • Environmental and Health impact in highrisk workes
<ul style="list-style-type: none"> • focus more on green construction
<ul style="list-style-type: none"> • Great program that should be promoted more widely especially amongst local governments that at the end of the day are the principal sustainable policy implementers.
<ul style="list-style-type: none"> • I believe regular updates on what individual beneficiary is doing in their home country would also spur others to do more for theirs thereby the exchange of best practices could established.
<ul style="list-style-type: none"> • I was happy to visit other provinces, some parts of China; however, the course is quite long with too many fields visit.
<ul style="list-style-type: none"> • i WOULD LIKE TO REQUEST TO ATTEND AGAIN IN WORKSHOP WITH UNITAR

<ul style="list-style-type: none"> • I would suggest to organised professional/livelihood based ecotourism like Fisheries based Ecotourism (FbE) workshop
<ul style="list-style-type: none"> • Il faut organiser des formations spécifiques dans les pays et par grandes régions de l'Afrique
<ul style="list-style-type: none"> • Improve some PowerPoint slides because some were in Chinese language would be better is english or spanish
<ul style="list-style-type: none"> • in the case of exhibitors with different languages. See the possibility of having a translator.
<ul style="list-style-type: none"> • Inciter les faitières des Collectivités des différents pays à contribuer au financement du CIFAL pour assurer l'existence de cet outil indispensable à la gouvernance locale.
<ul style="list-style-type: none"> • Include more creative industries related courses, in my country is difficult to have a presencial training in pre production and production themes(applied to animation and videogames)
<ul style="list-style-type: none"> • it is already designed in a very effective manner
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately?
<ul style="list-style-type: none"> • It was very long and could have been shorter. Much of the information could have been cut, and allowed for more discussion. The presentation went so long that we had no time for the interactive activity.
<ul style="list-style-type: none"> • It's good to narrow down the training themes and scope of training to go deep in subject areas.
<ul style="list-style-type: none"> • J'ai pris part à plusieurs programme de formation au CIFAL Ouagadougou, malheureusement n'est plus fonctionnel. Je sentais du sérieux et du professionnalisme du personnel dans leur travail. Il y avait toujours un suivi après formation avec des rapports et une base de donnée mis à la disposition des participants voire bénéficiaires Je souhaite la réouverture des activités avec le CIFAL Ouagadougou.
<ul style="list-style-type: none"> • LA CAPACITACION ES VITAL PARA PODER TENER CONCIENCIA Y ESTAR ACTUALIZANDO DE UNA FORMA PERIODICA.
<ul style="list-style-type: none"> • Make it cheaper and give more scholarships
<ul style="list-style-type: none"> • make the courses longer
<ul style="list-style-type: none"> • Mas seminarios
<ul style="list-style-type: none"> • More communication about future training programmes.
<ul style="list-style-type: none"> • More feedbacks and informations if is possible.
<ul style="list-style-type: none"> • more field exposure
<ul style="list-style-type: none"> • More practical
<ul style="list-style-type: none"> • More shared experience about methods training.
<ul style="list-style-type: none"> • N/A
<ul style="list-style-type: none"> • NINGUNA
<ul style="list-style-type: none"> • no
<ul style="list-style-type: none"> • No changes, the training programmes are well organized
<ul style="list-style-type: none"> • no tengo
<ul style="list-style-type: none"> • None so far
<ul style="list-style-type: none"> • Not too much lectures but need to include more interactions among participants, and inclusion of more practical examples or best practices in each country.
<ul style="list-style-type: none"> • nothing
<ul style="list-style-type: none"> • One event workshop is not sufficient to attain the impact, so need follow up workshop on similar issues to share the progress with same colleague in similar platform
<ul style="list-style-type: none"> • Opportunities to attend the CIFAL training should not be limited to those who are twin or sister cities with Jeju, South KOREA.
<ul style="list-style-type: none"> • Organize the programme at Europe or America for Asia pacific region participant to know their culture, religion and their way of sustainability.
<ul style="list-style-type: none"> • Participants from government or semi government organization are nominated by their organization. In that case, if CIFAL inform the authority of those organization about the purpose/content/impact of the training and how it facilitate the organization in achieving their goals/objectives directly instead of participant, then it will be more possible by the participate in contributing with their acquired skills and knowledge.

<ul style="list-style-type: none"> • Participants should be given a pre-attendance assignment to identify and proposed improvements as it relates to their course so that participants from other countries can give feedback as to how one country can benefit from the implementation project of another.
<ul style="list-style-type: none"> • Participants should be given booster course in about two years but UNITAR has a system that you can apply only after five years.
<ul style="list-style-type: none"> • Peer to peer review helps both organizations to grow
<ul style="list-style-type: none"> • Perhaps conduct programs in partnership with other countries so that it can be conducted outside Jeju, South Korea. This for the purpose of being in a new learning environment and more best practices to be showcased.
<ul style="list-style-type: none"> • Pls reduce the cap of 5 yrs to attend another course
<ul style="list-style-type: none"> • que los eventos se realice dos veces al año.
<ul style="list-style-type: none"> • Que se realicen reuniones virtuales con los profesores y alumnus, por lo menos en dos o tres ocasiones durante el curso.
<ul style="list-style-type: none"> • Recommended to stay near the hub
<ul style="list-style-type: none"> • Regarding the e-courses, my suggestion would be for the CIFAL team to do some form of follow ups and/or some continuous professional engagement with the participants, way after the course has ended. Maybe a platform of sharing some best practices and where we can advise each other and ask questions as we implement our knowledge.
<ul style="list-style-type: none"> • sans objet
<ul style="list-style-type: none"> • Scholarships for the participants
<ul style="list-style-type: none"> • Shorter programs.
<ul style="list-style-type: none"> • Socialize courses in Spanish for CIFAL in Latin America
<ul style="list-style-type: none"> • Stay contact with the participants use social media, try to reconnect with the people who takes the CIFAL training programmes
<ul style="list-style-type: none"> • The document and course manual must be put available to the students
<ul style="list-style-type: none"> • The institutions receiving CIFAL funding must commit to driving long term and sustained change with the institutions they sponsor and hold them accountable to long term results.
<ul style="list-style-type: none"> • The participants should have follow up training in order to strengthen their capacities.
<ul style="list-style-type: none"> • The training and events were well organized so.. I have no comment
<ul style="list-style-type: none"> • The training program should have phase1,2 or 3
<ul style="list-style-type: none"> • The training was conducted on individual's lecture and presentation. There were some duplications for instance, explanation of human trafficking definition etc. I would appreciate if you would pay attention to more successful cases of human trafficking which were convicted/decided by the court. In addition, the failure /dismissal of human trafficking cases and reasons and factors why they were not decided by the court.
<ul style="list-style-type: none"> • The two days usually for some of the courses is too short to enable meaningful interaction with participants. The course units are so much compressed and facilitators have to run through to cover the courses in the short time allocated. This area need to be reviewed.
<ul style="list-style-type: none"> • The workshop consisted of 5 days in Juju island, ROK. I wish we had more field trip to understand the issue deeply.
<ul style="list-style-type: none"> • To add practical part
<ul style="list-style-type: none"> • To allow more opportunities for participants to network and share their knowledge and effective practices in their home countries. Not enough time was given for the sharing of knowledge. Training programmes should be more experiential based and practical, rather than lecture-based and theory. To include trainers from those who have field experience (e.g. trainers from NGOs which work on the ground and have actual ground experience to share) besides those at policy level.
<ul style="list-style-type: none"> • To create a community of the students, so we could do more networking and keep learning from each other.
<ul style="list-style-type: none"> • To provide opportunity for successful participants who put learning into practice to meet again and perhaps to be matched with donors and supporters to support our fund raising goals for sustainability. This is especially for community-based organizations whose existence is primarily sustained by voluntary work.
<ul style="list-style-type: none"> • Trabajo más serio y sostenido
<ul style="list-style-type: none"> • try to invite more often to the seminars and cours, even i try to follow via the Facebook page, it is hard to watch the full videos.

<ul style="list-style-type: none"> • Vincularse más con la academia.
<ul style="list-style-type: none"> • We need more CIFAL branches in the US. As a business that is located on the west coast there is not a nearby training center. We do a lot of business in Latin America and most of our staff speak Spanish, so working with CIFAL Argentina has been wonderful, but to expand training in the States, it would be convenient to have an office somewhere in the western half of the Country.
<ul style="list-style-type: none"> • We need to strengthen capacities for governance and the definition of public policies at the local level.
<ul style="list-style-type: none"> • We would like to attend more trainings. As a suggestion they could have monthly meetings at CIFAL Curitiba.
<ul style="list-style-type: none"> • well this survey gets to my almost 5 years later, it would be great if you make this database a source for socializing future events
<ul style="list-style-type: none"> • Widen the marketing. You have something valuable to share

Highlights:

- Many suggestions for improvement were conveyed by survey respondents, including adjustment of the duration of the courses, translation of course materials and during field visits, creation of on-going exchanges and knowledge sharing opportunities between participants after the courses (e.g. community of practice), reduce the time (5 years) required before taking a new course, scholarships for participants, course delivery in other regions and/or with other partner cities, etc..

Any final comments?

<ul style="list-style-type: none"> • Agradecer y felicitar la labor que están desarrollando
<ul style="list-style-type: none"> • 1. Please increase the diversity of courses that CIFAL offers • 2. Please make the courses affordable to all. For example, I live in South Africa, which has extreme wealth inequality and it is somehow classified as a middle income country and this creates problems for poor people like me as the system you use automatically assumes that I can afford the costs of the courses. I really find your system frustrating as it excludes people who need the most to attend your courses.
<ul style="list-style-type: none"> • AM LOOKING TOWARD TO HAVE ANOTHER WORKSHOP WITH CIFALL IN NEAR FUTURE AM SO HAPPY THAT YOU HAVE FINALLY REMEMBERED US THE PEOPLE YOU TRAINED
<ul style="list-style-type: none"> • Anyone interested should be given opportunity to apply. Provision of five years gap should be changed.
<ul style="list-style-type: none"> • As an overall, the training was good and other non training related experience was also admirable.
<ul style="list-style-type: none"> • Better program me
<ul style="list-style-type: none"> • CIFAL is more cordial in providing such training/workshop etc.
<ul style="list-style-type: none"> • CIFAL should provide a local government official group training for some cities.
<ul style="list-style-type: none"> • CIFAL training are unique from other opportunities. it does not just conduct training for knowledge and skills acquisition, it also build network and capacity to grow civil society organizations to scale up their programs
<ul style="list-style-type: none"> • congratulations, the first time a went to a CIFAL it was in Atlanta one, and now that i went to the Merida one it is a great improvement.
<ul style="list-style-type: none"> • CONTINUAR CON LOS SEMINARIOS, CURSOS, Y EVENTOS PARA REUNIR A TODOS LOS ACTORES.
<ul style="list-style-type: none"> • Continue with your good work!
<ul style="list-style-type: none"> • Do not
<ul style="list-style-type: none"> • EL PROGRAMA ES MUY EXPLICITO, LOS INSTRUCTORES DEMUESTRAN PROFESIONALISMO. Y SON DE MUCHA UTILIDAD EN EL ÁMBITO LABORAL.
<ul style="list-style-type: none"> • Everything was well organised!
<ul style="list-style-type: none"> • Excelente expositor [<i>Name removed</i>]

<ul style="list-style-type: none"> • Excellent content and orientation of the courses taught by the CIFAL
<ul style="list-style-type: none"> • felicidades por los eventos.
<ul style="list-style-type: none"> • Finally, many thanks for providing this opportunity to express my views in the evaluation template and this process. I am really interested to provide facilitation service as well to the UNITAR (even volunteer) in the area of climate change adaptation and disaster risk reduction and their linkage assessment in water and agriculture sector.. I would be grateful to you if you could provide opportunity for some sessions in the day to come. Thank you so much once again.
<ul style="list-style-type: none"> • Glad to attend the training, would love to attend future training on disaster management as I currently work under Disaster Management Department
<ul style="list-style-type: none"> • Having to fly participants all the way to Jeju, it would be more worthwhile if the workshops are longer e.g. at least 5 full days, so that deeper learning (and also networking) can happen, rather than 3 days and just skimming on the surface and having to rush through the sessions. It would be a waste of time and resources if not much learning or sharing can be done effectively. It would also be good to include some cultural activities or programmes for participants to learn more about Jeju/Korea.
<ul style="list-style-type: none"> • How can i apply to a seminar of CIFAL i am so interested and also to make a LATAM Seminar on business opportunities between LATAM and Asia.
<ul style="list-style-type: none"> • I am glad that the training is continuously being organized until now. I would be happy if you could bear the all costs for participants from civil society organizations in developing countries. Thank you.
<ul style="list-style-type: none"> • I appreciate CIFAL and UNITAR for the continued assistance to developing Countries. We request that due to the rapid changes in Technology, particularly in Aviation more training assistance required to equip and even refresh those who have benefitted with new Knowledge and Skills.
<ul style="list-style-type: none"> • I enjoyed the course
<ul style="list-style-type: none"> • I hope I can participate for the next training program
<ul style="list-style-type: none"> • I still hoping to attend another training in CIFAL. I spent two month in Shanghai, China, 2014
<ul style="list-style-type: none"> • I very much enjoyed the opportunity to lecture in the programs
<ul style="list-style-type: none"> • I want come back
<ul style="list-style-type: none"> • I wish I could join CIFAL event again.
<ul style="list-style-type: none"> • I would appreciate for the CIFAL's tremendous achievements for awareness building and skill development in sustainable development goals
<ul style="list-style-type: none"> • I would like to be sponsored for a course
<ul style="list-style-type: none"> • Il faudrait promouvoir cet approche et lui donner des moyens conséquents pour fonctionner
<ul style="list-style-type: none"> • Il y a plusieurs centre de formation dans la sous région mais la méthodologie et le dynamisme du CIFAL Ouagadougou était de qualité. Je vous propose de les recontacter afin de les accompagner dans cette même lancé pour l'atteinte des ODD
<ul style="list-style-type: none"> • it is a very good initiative and working in right direction.
<ul style="list-style-type: none"> • It was 4 years ago. How can you possibly expect people to remember or to attribute anything remembered fairly and accurately? I only completed the questionnaire to (hopefully) shut down the emails asking em to complete it.
<ul style="list-style-type: none"> • It was a great opportunity for attending the workshop. Learning more and key points in the Field. All the best for CIFAL
<ul style="list-style-type: none"> • It would be good to improve catering service, food and accommodation. By taking into account about food preference and ethnicity. Accommodation should smoke-free and hygiene. Teaching material if possible include modern technology to improve participant experience and engagement.
<ul style="list-style-type: none"> • Keep on!
<ul style="list-style-type: none"> • Maybe UNITAR/CIFAL can email announcements regarding trainings that we can share to others so they may also attend trainings.
<ul style="list-style-type: none"> • Me gustaria asistir a otro seminario porque aprendi mucho en el asistí
<ul style="list-style-type: none"> • Mettre tout en œuvre pour ressusciter le CIFAL

<ul style="list-style-type: none"> • MIS ACTIVIDADES PROFESIONALES CAMBIARON TOTALMENTE: ACTUALMENTE ME DESEMPEÑO COMO PARLAMENTARIA. - ANTERIORMENTE ERA MIEMBRO DE UN GOBIERNO LOCAL Y REALIZABA MUCHO TRABAJO CON LA COMUNIDAD.- HOY LO HAGO PERO EN ACTIVIDADES DISTINTAS.
<ul style="list-style-type: none"> • N/a
<ul style="list-style-type: none"> • Need to expand the scope to track the progress individually
<ul style="list-style-type: none"> • no
<ul style="list-style-type: none"> • NO He asistido a otros cursos de CIFAL, vivo en el norte de Mexico. sugiero pueda difundirse mas todo lo relacionado con Cifal, porque estos curso solo se ven en el sur del pais.
<ul style="list-style-type: none"> • No other comments.
<ul style="list-style-type: none"> • Non. Je crois avoir dit l'essentiel ci-dessus en ce qui concerne mon domaine de compétence.
<ul style="list-style-type: none"> • None
<ul style="list-style-type: none"> • nothing
<ul style="list-style-type: none"> • Ofrecer becas a los estudiantes con mejores calificaciones o ideas mas innovadoras.
<ul style="list-style-type: none"> • Participants should be given information on UNTAR so as to gain better understanding of the supportive infrastructure of UNTAR and its ability to support development in developing countries
<ul style="list-style-type: none"> • please provide more opportunity to Asian people could have workshop or training with you
<ul style="list-style-type: none"> • Please provide more training on Community and Eco-Tourism
<ul style="list-style-type: none"> • Por favor en mi caso, Soy ecuatoriana y mi lengua natal es el español. Por favor todas las comunicaciones que me lleguen sean en Español. Gracias por todo
<ul style="list-style-type: none"> • programme Duration should increase and should take some pilot project by the donor fund at required (scarcity) places.
<ul style="list-style-type: none"> • sans objet
<ul style="list-style-type: none"> • satisfecha y agradecida con los conocimientos obtenidos. Resulta apreciable el alto nivel de profesionalidad de los que imparten el curso y la organizacion del mismo
<ul style="list-style-type: none"> • Thank for the platform, it has a lot of potential with te right content and instructors
<ul style="list-style-type: none"> • Thank you for giving such a great opportunity to attend the CIFAL training. I wish you success and prosperity.
<ul style="list-style-type: none"> • Thank you for organizing these programmes. They are useful and helpful. Please go on. However, one suggestion from me was that, the selection of the lecturers / resource persons is crucial to the programme. Please select well the good quality ones , not just choose the office/ organization no matter who will be sent to give a talk/ speech. Some people may be sent just because he/she works in that organization (such as UN...) and they talk only basic information. The visitation to the UNESCO Heritage site is very good for participants to see how well you people preserve the important places. Such trip also make the participant are closer among them.
<ul style="list-style-type: none"> • Thank you for the chance to be part of the program
<ul style="list-style-type: none"> • Thank you for the opportunity. Former participants should also be given opportunity to attend again after a year or two for continuous improvement and for sustainability of the knowledge and skills acquired.
<ul style="list-style-type: none"> • Thank you for the support and for the knowledge I gained through the CIFAL
<ul style="list-style-type: none"> • thank you so much for your workshop
<ul style="list-style-type: none"> • thank you very much for the opportunity
<ul style="list-style-type: none"> • Thank you very much for the opportunity; it changed positively my life and I foresee myself committed to multiplying my learnings.
<ul style="list-style-type: none"> • Thanks
<ul style="list-style-type: none"> • Thanks to all CIFAL team in Shanghai Echo is a great professional and helped me in a big way
<ul style="list-style-type: none"> • thanks good luck for CIFAL - Shanghai
<ul style="list-style-type: none"> • Thankyou

- The 2015 and 2016 conferences were successful in creating awareness about the digital economy for in a coop setting, and the logistics were handled well. I am a bit more skeptical about strategic change and uptake acceleration of cloud computing and digital economy technology as a result of this conference.
- The CIFAL training was very well organized and we enjoyed the stay.
- The course was very relevant and the instructors were excellent. They were very knowledgeable and very willing to respond to questions posed by the participants.
- The experience gained via my attendance at the workshop is invaluable, both on a personal and professional level.
- The experience was a good one and I will encourage persons to embark on one of the programmes.
- The participatory approach of the training was very useful. This approach enabled everyone to participate actively. Some participants didn't fully understand or speak in English well enough.
- This is a very important initiative.
- Training for CIFAL officials
- UNITAR needs to market the work more effectively
- Very interesting training giving the opportunity to familiarize with participants from over the world and to share knowledge coupled with a good networking experience.
- We need training on other issues related with Learning level outcome, Social Impact Bond in Education, promotion of technology, etc.
- We were very happy with the experience in general.
- Wonderful experience! visit China and to see the economic development and the way they do e-commerce.

Highlights:

- Many participants are grateful about the CIFAL initiative and express a positive assessment.
- Several participants wonder about the opportunity to attend again a course.
- Some participants suggest improvements, such as on the duration of the courses, on the locations, etc.
- Some participants propose to UNITAR/CIFAL to better promote/market this initiative (e.g. "Maybe UNITAR/CIFAL can email announcements regarding trainings that we can share to others so they may also attend trainings")

7. Cross-tabulations of survey results

This section presents selected cross-tabulations of survey results. Some of the statistics provided below need to be interpreted carefully when they involve very small segments of respondents as they present the perspectives of few informants not necessarily representative of results that would be expressed by a larger sample.

7.1. Perceptions from programmes and events with Learning objectives vs. No-learning objectives

Relevance

The CIFAL training programme or event you attended responded to your learning needs

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	46%	41%	10%	2%	0%	2%	63
Learning Objectives	47%	44%	7%	0%	1%	0%	202

The CIFAL training programme or event you attended was relevant to your work.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	44%	40%	13%	2%	0%	2%	63
Learning Objectives	53%	39%	6%	0%	1%	0%	202

The CIFAL training programme or event provided you the opportunity to share your knowledge and skills with other participants.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	47%	33%	9%	9%	0%	2%	64
Learning Objectives	51%	41%	4%	1%	1%	0%	202

The CIFAL training programme or event provided you the opportunity to network with other participants.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	49%	35%	10%	3%	0%	3%	63
Learning Objectives	50%	37%	10%	1%	2%	0%	202

You were overall satisfied with the CIFAL training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	53%	34%	10%	2%	0%	2%	62
Learning Objectives	55%	38%	5%	0%	1%	0%	202

Learning Outcomes

Participating in the CIFAL training programme or event changed your perspectives.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	21%	46%	26%	3%	0%	3%	61
Learning Objectives	35%	47%	14%	2%	1%	0%	201

The CIFAL training programme or event you attended enhanced your skills and/or knowledge of the subject matter.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	34%	55%	10%	0%	0%	2%	62

Learning Objectives	46%	44%	7%	0%	1%	0%	201
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The CIFAL training programme or event you attended enlarged your professional network.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	29%	55%	10%	5%	0%	2%	62
Learning Objectives	40%	40%	17%	0%	1%	1%	201

Participation in the CIFAL training programme or event made you more familiar with UNITAR.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	33%	46%	13%	3%	2%	3%	61
Learning Objectives	42%	37%	16%	2%	2%	2%	199

Participation in the CIFAL training programme or event raised your awareness on the key issues of concern to the CIFAL Global Network.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	30%	59%	8%	0%	2%	2%	61
Learning Objectives	35%	47%	14%	2%	2%	1%	200

The event inspired you to register for UNITAR courses.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	24%	40%	21%	5%	5%	5%	62
Learning Objectives	31%	39%	20%	6%	2%	4%	200

You have recommended the CIFAL training programme or event to others.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	39%	36%	10%	5%	2%	8%	61
Learning Objectives	47%	36%	10%	3%	1%	3%	199

Effectiveness

You were able to use/apply in your work the knowledge or skills acquired during the CIFAL training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	31%	51%	13%	2%	0%	3%	61
Learning Objectives	41%	46%	11%	2%	1%	0%	181

There were measurable changes in your activities and performance when you got back to your workplace that you can attribute to the training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	7%	55%	23%	12%	0%	3%	60
Learning Objectives	27%	49%	20%	2%	1%	1%	182

The change in your performance and new level of knowledge or skills were sustained over time.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	17%	60%	17%	3%	0%	3%	60
Learning Objectives	32%	48%	15%	2%	1%	2%	182

The knowledge or skills acquired during the CIFAL training programme or event have contributed to your professional development.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	30%	52%	13%	3%	0%	2%	60
Learning Objectives	44%	44%	9%	1%	1%	1%	181

You shared with colleagues in your workplace the information or knowledge acquired during the CIFAL training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	28%	57%	10%	3%	0%	2%	60
Learning Objectives	44%	45%	9%	1%	1%	1%	183

You feel confident using the knowledge or skills acquired during the CIFAL training programme or event in the future.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	31%	54%	8%	5%	0%	2%	59
Learning Objectives	48%	43%	8%	0%	1%	1%	178

Impact

The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	19%	47%	28%	0%	0%	5%	57
Learning Objectives	29%	47%	19%	3%	1%	1%	175

The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	24%	48%	19%	2%	2%	5%	58
Learning Objectives	32%	44%	19%	3%	1%	2%	174

The CIFAL training programme or event was successful in helping achieve your organization's goals.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
No-learning Objectives	16%	47%	28%	2%	0%	7%	57
Learning Objectives	29%	43%	24%	1%	1%	2%	172

Highlights:

- Programmes and events with learning objectives are perceived equally relevant to those without learning objectives, but have higher learning outcomes and are more effective and impactful.

7.2. Perceptions per type of training programmes or events

You were overall satisfied with the CIFAL training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
Briefing	0%	50%	50%	0%	0%	0%	2
Conference	50%	42%	0%	8%	0%	0%	12
Course (e-Learning or face-to-face)	42%	45%	13%	0%	0%	0%	31

Fellowship Programme	80%	20%	0%	0%	0%	0%	10
Meeting	33%	33%	33%	0%	0%	0%	3
Public lecture	67%	33%	0%	0%	0%	0%	3
Retreat	0%	0%	100%	0%	0%	0%	1
Seminar	59%	34%	3%	0%	2%	2%	64
Webinar	67%	33%	0%	0%	0%	0%	6
Workshop	56%	39%	3%	0%	1%	1%	120

The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
Briefing	0%	0%	50%	50%	0%	0%	2
Conference	11%	56%	33%	0%	0%	0%	9
Course (e-Learning or face-to-face)	28%	40%	24%	8%	0%	0%	25
Fellowship Programme	50%	50%	0%	0%	0%	0%	10
Meeting	0%	33%	67%	0%	0%	0%	3
Public lecture	33%	33%	0%	0%	0%	33%	3
Retreat	0%	100%	0%	0%	0%	0%	1
Seminar	24%	50%	21%	0%	2%	3%	58
Webinar	60%	40%	0%	0%	0%	0%	5
Workshop	26%	49%	23%	1%	0%	1%	106

The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
Briefing	0%	0%	50%	50%	0%	0%	2
Conference	11%	44%	33%	0%	11%	0%	9
Course (e-Learning or face-to-face)	28%	40%	20%	12%	0%	0%	25
Fellowship Programme	40%	50%	0%	0%	0%	10%	10
Meeting	0%	67%	33%	0%	0%	0%	3
Public lecture	33%	67%	0%	0%	0%	0%	3
Retreat	0%	0%	100%	0%	0%	0%	1
Seminar	32%	37%	23%	4%	2%	4%	57
Webinar	40%	60%	0%	0%	0%	0%	5
Workshop	31%	49%	18%	0%	0%	3%	107

Highlights:

- Fellowship programmes and webinars are the types of programmes that are found the most effective but concern few numbers of respondents.

7.3. Perceptions per duration of training programmes or events

You were overall satisfied with the CIFAL training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	33%	48%	12%	0%	3%	3%	33
2 to 5 days	59%	35%	5%	1%	1%	0%	163
6 to 10 days	56%	44%	0%	0%	0%	0%	9
11 to 20 days	63%	37%	0%	0%	0%	0%	19
More than 20 days	54%	35%	11%	0%	0%	0%	37

The CIFAL training programme or event you attended enhanced your skills and/or knowledge of the subject matter.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	21%	56%	18%	0%	3%	3%	34
2 to 5 days	46%	46%	7%	0%	1%	0%	163
6 to 10 days	33%	56%	11%	0%	0%	0%	9
11 to 20 days	47%	47%	5%	0%	0%	0%	19
More than 20 days	53%	42%	3%	3%	0%	0%	36

There were measurable changes in your activities and performance when you got back to your workplace that you can attribute to the training programme or event.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	6%	44%	29%	12%	3%	6%	34
2 to 5 days	25%	52%	20%	3%	0%	0%	148
6 to 10 days	20%	60%	20%	0%	0%	0%	5
11 to 20 days	32%	47%	21%	0%	0%	0%	19
More than 20 days	24%	52%	21%	3%	0%	0%	33

The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	15%	42%	24%	6%	3%	9%	33
2 to 5 days	30%	46%	23%	1%	0%	0%	140
6 to 10 days	20%	60%	20%	0%	0%	0%	5
11 to 20 days	37%	47%	16%	0%	0%	0%	19
More than 20 days	22%	53%	19%	6%	0%	0%	32

The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	12%	55%	18%	3%	6%	6%	33
2 to 5 days	36%	42%	19%	1%	0%	1%	140
6 to 10 days	40%	40%	20%	0%	0%	0%	5
11 to 20 days	42%	37%	16%	5%	0%	0%	19
More than 20 days	19%	50%	22%	6%	0%	3%	32

The CIFAL training programme or event was successful in helping achieve your organization's goals.

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know	Total respondents
1 day or less	12%	45%	24%	6%	3%	9%	33
2 to 5 days	28%	44%	25%	0%	0%	2%	138
6 to 10 days	40%	40%	20%	0%	0%	0%	5
11 to 20 days	39%	39%	22%	0%	0%	0%	18
More than 20 days	22%	50%	25%	3%	0%	0%	32

Highlights:

- Programmes delivered over periods between 11 and 20 days are those that are found overall the most effective.

7.4. Perceptions per thematic areas of training programmes or events

Urban Governance and Planning	Index (1-5) ⁴⁶	Total respondents
You were overall satisfied with the CIFAL training programme or event.	4,41	46
The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.	3,98	43
The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.	4,14	42
The CIFAL training programme or event was successful in helping achieve your organization's goals.	3,98	42

Economic Development	Index (1-5)	Total respondents
You were overall satisfied with the CIFAL training programme or event.	4,34	41
The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.	3,92	36

⁴⁶ 1: Strongly disagree, 2: Disagree, 3: Mixed opinion, 4: Agree, 5: Strongly agree.

The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.	3,94	36
The CIFAL training programme or event was successful in helping achieve your organization's goals.	3,83	36

Environmental Sustainability	Index (1-5)	Total respondents
You were overall satisfied with the CIFAL training programme or event.	4,50	77
The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.	4,02	64
The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.	4,27	64
The CIFAL training programme or event was successful in helping achieve your organization's goals.	4,10	63

2030 Agenda for Sustainable Development	Index (1-5)	Total respondents
You were overall satisfied with the CIFAL training programme or event.	4,38	60
The knowledge and skills you acquired during the CIFAL training programme or event have contributed to improving the performance or results of your organization.	4,13	50
The knowledge and skills you acquired during the CIFAL training programme or event contributed in advancing sustainable development.	4,11	50
The CIFAL training programme or event was successful in helping achieve your organization's goals.	3,93	50

Highlights:

- Programmes and events on Environmental Sustainability are those that survey respondents find the most effective.

vi. Evaluation TOR

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 CIFAL⁴⁷ 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 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

⁴⁷ 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.

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 2013.⁴⁸ 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).⁴⁹
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.

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

⁴⁸ As recorded in the UNITAR Events Management System.

⁴⁹ Data extracted on 31.10.2018 for the timeframe 01.01.2010-31.10.2018.

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

- a. *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?*
- b. *Are current CIFAL locations balanced according to geographical distribution and strategic needs?*
- c. *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?*
- d. *How relevant is the CIFAL Global Network to the broader programming undertaken by UNITAR?*
- e. *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

- f. *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:
- a. 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?*
 - b. 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?*
 - c. 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?

- d. *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?*
- e. *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

15. 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).
16. 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.
17. 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

18. 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.
19. 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

20. The proposed timeframe for the evaluation spans from July 2019 (initial desk review and data collection) to October 2019 (submission of final evaluation report). An indicative work plan is provided in the table below.
21. 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.
22. 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.
23. 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.
24. 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 11 October 2019. Within one week of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 18 October 2019.

Indicative timeframe: June - October 2019

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Activity	June	July	August	September	October
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	26 July 2019
Comments on evaluation design/question matrix	Evaluation manager/ CIFAL Global Network Director	Evaluator	2 August 2019
Zero draft report	Evaluator	Evaluation manager	13 September 2019
Comments on zero draft	Evaluation manager	Evaluator	20 September 2019
Draft report	Evaluator	Evaluation manager/ CIFAL Global Network manager	27 September 2019
Comments on draft report	CIFAL Global Network Director	Evaluation manager	11 October 2019
Final report	Evaluation manager	CIFAL Global Network manager	18 October 2019

Communication/dissemination of results

25. 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

26. 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

27. 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.
28. 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

29. 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 and comply with [UNEG Ethical Guidelines](#).

vii. Quality Assessment of the Evaluation Report