

Cluster Evaluation of UNITAR Training of Trainers Programming Management Response

July 2020

Geneva, Switzerland

Programme undertaking	PTP		
Name of project focal point	Claudia Crocci, Tissione Parmar, Marijn Sissingh		
Name of project undertaking	-	AGB #	N/A
Name of evaluation	Cluster Evaluation of UNITAR Training of Trainers Programming		
Date:	August 2020		

SECTION I – Comments on Findings, Conclusions	
Peacekeeping Training Programme Unit (“Peacekeeping”)	<ul style="list-style-type: none"> - PTPU is in agreement and support of the findings and recommendations. - PTPU has acquired significant and valuable additional experience in the topic of Training of Trainers since the evaluation took place. - PTPU will take the lead in creating UNITAR-wide standards of ToTs as well as sharing best experiences.

SECTION II - RECOMMENDATIONS					
Recommendation	Management Response and Planned Action				Update on status in 2021
	Accepted Partially Accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	

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						(planned, under implementation, implemented)
1.	<p>Recommendation 1: Theory of change and results frameworks needed UNITAR should ensure that future ToT projects contain a clear ToC and results frameworks with measurable and objectively verifiable indicators at the levels of outcomes and impact, based on needs and baseline assessments. It is also recommended to ensure that results frameworks include assumptions on moving from one level of results to another, and risk mitigation plans are developed and communicated to project stakeholders.</p>	Accepted	To systematically include theory of change and results framework in all projects proposals	n/a	Implemented	
		<p>Comments: The systematic inclusion of theory of change and results framework has become a common practice within PTPU and the basis of all projects being undertaken.</p>				

Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2021 (planned, under implementation, implemented)
2.	<p>Recommendation 2: Standard competency framework with harmonized learning objectives UNITAR should develop a trainer competency framework with</p>	Accepted	To develop a standard competency framework with harmonized learning objectives	n/a	Under implementation	
		<p>Comments:</p>				

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	standardized learning objectives, methods and assessment criteria for a ToT certification which can be used across all UNITAR programmes, with the understanding that some degree of customization to cater to the particularities of the targeted beneficiaries would be required.	Since the evaluation took place, PTPU has developed a comprehensive certification system in connection with its TOT programmes and is in the process of testing and implementing the system. Once implemented, lessons learned will be integrated to update and improve the certification systems, which may act as a useful blueprint for other programmes and institutions.				
Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2021 (planned, under implementation, implemented)
3.	<p>Recommendation 3: Formalize certification of competencies or another recognition mechanism</p> <p>UNITAR should develop a common objective assessment tool to include knowledge and performance-based testing to certify ToT competencies (knowledge, skills, behaviors /attitudes) and ensure that the tool is applied consistently across ToT programming.</p>	Accepted	To formalize certification of competencies	n/a	Under implementation	
		<p>Comments: (see above)</p>				

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Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2021 (planned, under implementation, implemented)
4.	<p>Recommendation 4: Entry and exit strategies UNITAR should ensure that all ToT projects contain a well-defined entry and exit strategy in consultation with the beneficiaries and donors, clarifying understanding between UNITAR, the learning centre and the ToT beneficiaries at the start and conclusion of the project, and a strategy for disengagement of UNITAR over time. This is important to manage expectations, enable sustainability and provide a benchmark for UNITAR engagement and measuring and evaluating the change that UNITAR services have provided to its clients.</p>	Accepted	To integrate entry / exist strategies in project planning and implementation	n/a	Implemented	
		<p>Comments: The integration of entry / exist strategies in project planning and implementation has become a common practice within PTPU.</p>				
Recommendation		Accepted Partially accepted Rejected	Proposed action	Budget allocated (if necessary)	Status (planned, under implementation, implemented)	Update on status in 2021 (planned, under implementation, implemented)
5.	<p>Recommendation 5: Programme lead and promoting a niche market UNITAR should assign a ToT programme lead at UNITAR to coordinate the development of a common approach to designing and</p>	Accepted	PTPU to take the lead on creating standardised guidelines for Training of Trainers, to be shared with the rest of UNITAR.	n/a	Planned	

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	delivering ToT related programming, and use this coordinated approach to leverage UNITAR's mandate and experience in developing a niche market to enhance visibility of UNITAR expertise.	Comments: /	
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