



**unitar**

United Nations Institute for Training and Research



**cifal**

Curitiba

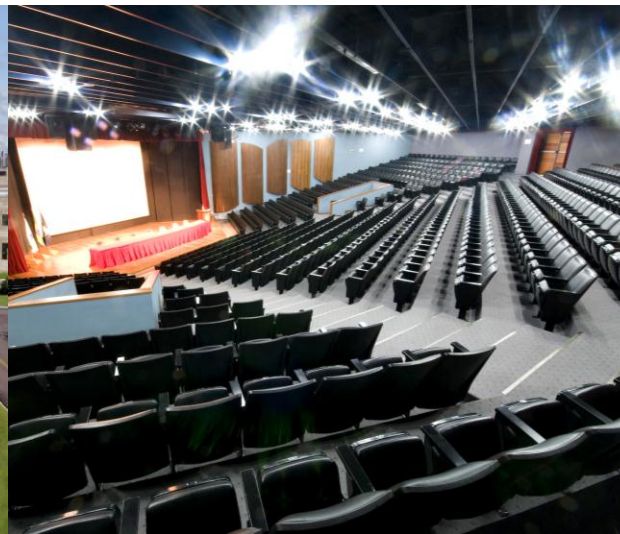
# International Training Centre for Local Actors in Latin America

Presentation at the **Expert Group Meeting  
on Strengthening Training Institutions** -  
28-30 March 2011 - UN-HABITAT - Nairobi - Kenya

# CIFAL - Key figures



- Founded in 2003
- Scope: Latin American **local actors**
- 4 full-time staff members +interns
- overhead costs: USD390,000 (2010)





# The CIFAL Network



CIFAL Centres Worldwide

[www.unitar.org/ldp/cifal-network/cifal-centres](http://www.unitar.org/ldp/cifal-network/cifal-centres)

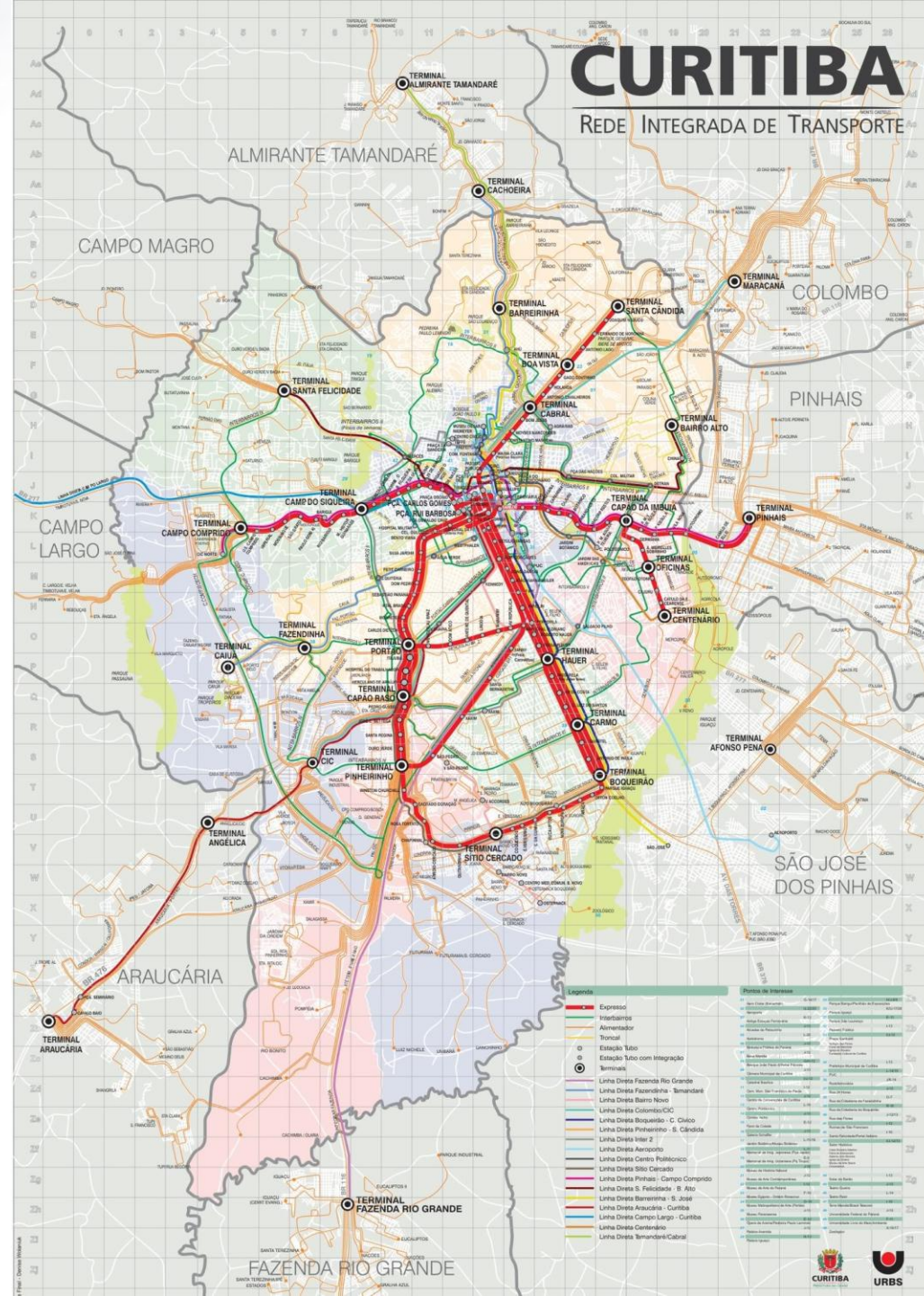


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# The city

- 1,74 million inhabitants
- 4th City - GDP ranking
- 3rd HDI (state capitals)
- Well regarded urban planning and policies





# The city

- Road & Bus Rapid Transit systems integrated to the land use



# Partners - Key figures



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## FEDERATION OF INDUSTRIES OF PARANA STATE

- Political-institutional entity representing the industry in Parana State (97 business syndicates)
- Over 2000 employees
- Business consultancy/ training and professional education
- Numerous local development initiatives

## UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

- Headquarters in Geneva
- 3 Outposted offices (New York, Hiroshima, Brasilia)
- 9 Affiliated centers (CIFAL)
- 44 million USD budget 2010 - 2011
- 45 years at the service of Member States
- 80,000 beneficiaries in 2008 - 2009

# Partnership model (from 2009)



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- **Core funding**
- **Operation environment**
  - Office space
  - Conference facilities
  - Communication Dep.
  - Events Management Dep.
  - Training facilitation Dep.
  - Legal Dep.
  - IT Dep.
  - Travel Dep.
- **Synergy with other local develop. programmes**

## Local Development Programme

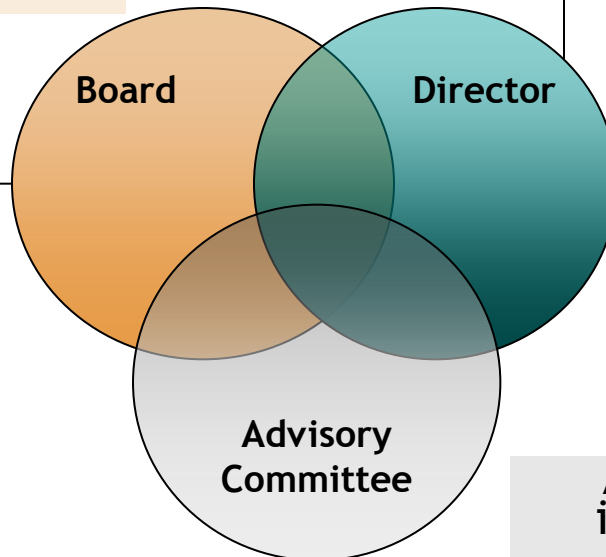
- **CIFAL Network liaison**
- **Support to training methodologies and standardisation processes**
- **Quality assurance systems**
- **E-learning courses and platform**
- **Donor sponsorship for some training courses**



# Governance structure and main roles

## FIEP + UNITAR + Other institutions

- o Formulates core principles/ guidance
- o Approves key plans/ budget
- o Reviews centre's operation and strategies



- o Day-to-day management
- o Strategic development
- o Institutional networking
- o Planning and execution of capacity-building activities
- o Team support coordination
- o Reporting

## Academic institutions + individual experts + other partners

- o Overall programme advisory
- o Networking facilitation
- o Technical & managerial support



# Programme

## Thematic areas

Sustainable  
Urbanization

Local Economic  
Development



## Main goal

Platform for  
learning and  
knowledge  
sharing among  
local actors in the  
region

## Programme components

Face-to-  
face  
training  
sessions

Seminars

E-learning  
courses

Technical  
cooperation  
projects

## Infrastructure

Urban Mobility

Urban Sanitation

Energy Efficiency & Renewable Energy



## ICT & Digital Inclusion



Cross-sectoral: How to finance municipal programmes and projects/  
**Governance and social inclusion**

# Financial approach

## Overall Budget

Core funding

Programmes

## Current

FIEP  
(100%)

## Near future

FIEP  
(1/3)

ITAIPU  
Binacional  
(1/3)

COPEL  
(1/3)

Whole Programme →

Strategic partners (e.g. Volvo for the urban mobility programme)

Face-to-face workshops and seminars →

Sponsors (private companies, banks, multi/bi-lateral institutions) and Institutional Partners

Partner demand driven programmes →

Partner organisations (government, multi/bi-lateral institutions)

Cooperation projects →

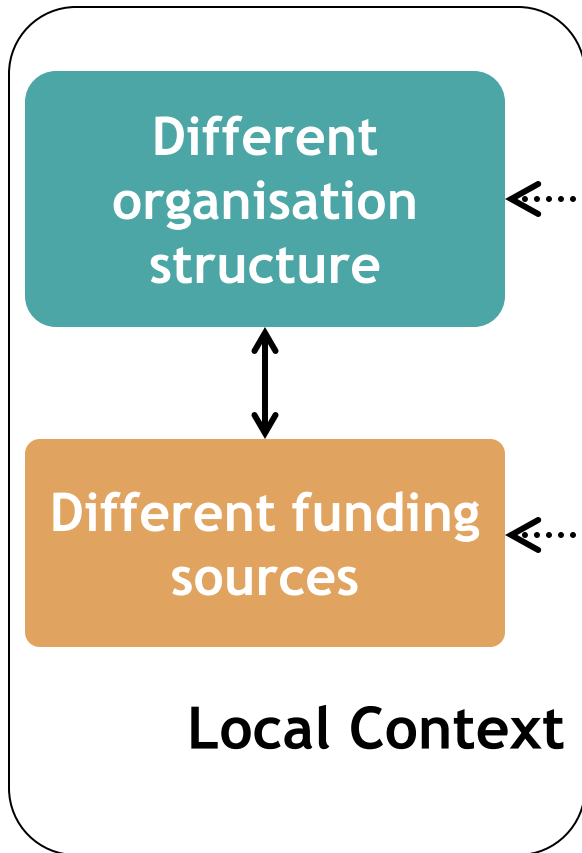
Cost-shared (local governments and private/public partners or development agencies)



# Our SWOT



| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>▪ The UN brand and good reputation in the region</li> <li>▪ A great pool of human and physical resources in place for management and operations</li> <li>▪ Expertise in training methodologies and quality assurance process</li> <li>▪ Flexibility to formulate and pursue new programmes</li> <li>▪ Facility to look for partners &amp; sponsors</li> <li>▪ Practical approach</li> </ul> <p style="text-align: center;"><b>POSITIVE</b></p> | <ul style="list-style-type: none"> <li>▪ Excessive multi-tasking</li> <li>▪ Limited capacity and ability for fund-raising</li> <li>▪ Not well known by Local Govts.</li> <li>▪ Single donor dependency for core funding</li> <li>▪ Little internal expertise on technical aspects related to training</li> </ul> <p style="text-align: center;"><b>NEGATIVE</b></p> |
| <p style="text-align: center;"><b>EXTERNAL</b></p> <ul style="list-style-type: none"> <li>▪ Favourable institutional, political and financial environment</li> <li>▪ Low competition</li> <li>▪ CIFAL Network as an external asset</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Political instability and interference (FIEP)</li> <li>▪ Low support to develop new partnerships (UNITAR)</li> <li>▪ Language barrier (Spanish x Portuguese)</li> </ul>  |
| <p style="text-align: center;"><b>Opportunities</b></p>   | <p style="text-align: center;"><b>Threats</b></p>   |



1. What are the ideal **institutional framework** and **financial approach** based on local contexts and funding availability?
2. How can training institutions be **flexible** and **adapt** to new demands?



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