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**Staatssekretariat für Wirtschaft SECO**  
Abteilung Multilaterale Zusammenarbeit WEMF

# Independent Evaluation of SDC's and SECO's Contributions to the Competence Center cinfo 2012-2021

Commissioned by the Swiss Agency for Development and Cooperation (SDC),  
the State Secretariat for Economic Affairs (seco) and  
FDFA's Peace and Human Rights Division (PHRD)

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<b>Donors</b>	SDC – Swiss Agency for Development and Cooperation seco – State Secretariat for Economic Affairs PHRD – Peace and Human Rights Division (FDFA)
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Bern, December 2022

## I Evaluation Process

The evaluation was carried out according to the evaluation standards specified in the Terms of Reference.

Based on the **Final Report of the Evaluators**, the **Management Response (MR)** was approved by the commissioning Federal Offices and signed by the respective Division Heads of the main donors (SDC and seco).

The MR is published together with the **Final Report of the Evaluators**. Further details regarding the evaluation process are available in the evaluation report and its annexes.

### Timetable

Step	When
Approach Paper finalized	September 2021
Implementation of the evaluation	January 2022 – June 2022
Senior Management Response SDC, seco and PHRD	November 2022



## **Management response to the External Evaluation of SDC's and SECO's Contributions to the Competence Center cinfo 2012-2021**

The Management Response (MR) states the position of SDC and SECO on the recommendations of the External Evaluation of SDC's and SECO's Contributions to the Competence Center cinfo 2012-2021. The MR provides a basis for strategic decision-making. All relevant stakeholders (within the federal administration, plus cinfo) have been consulted and have actively contributed to this MR.

### **Assessment of the evaluation**

The evaluation assessed the performance of cinfo and interlinkages with its counterparts within the federal administration along the OECD DAC criteria of relevance, coherence, effectiveness, impact, efficiency, and sustainability, according to the pre-defined Terms of reference (see annex 3). The evaluation aimed to support the stakeholders in achieving progress towards reaching FDFA's, SECO's and cinfo's objectives as a center of excellence for human resource management in international cooperation (IC).

The evaluation team had access to the full range of cinfo's, SDC's and SECO's documentation and interviewed a large number of stakeholders (cinfo and federal administration as well as external actors, particularly from MO). The evaluation process was closely followed by a core group composed of representatives of SDC's Institutional Partnerships Division (IPD; as of 1 September 2022: Swiss NGO Section), Global Institutions Division (GI; as of 1 September 2022: UN and MDBs Section) and Multilateral Humanitarian Aid (Multi-H, as of 1 September 2022: HA Multilateral Affairs Section) as well as of the State Secretariat for Economic Affairs SECO (Multilateral Cooperation, WEMF).

The report's analysis and resulting recommendations are considered to be useful for strengthening the strategic orientation of the federal administration's engagement towards cinfo. The main objectives – a sound analysis and appreciation of both, program contribution ("Grundauftrag") to cinfo and budget for the promotion of the presence of Swiss nationals in UN organizations and IFIs ("Präsenzförderung") – have been broadly met by the evaluators, even though some stakeholders questioned the quality of parts of the evaluation (see particularly remarks and suggestions by cinfo, annex 2) and regretted the lack of a thorough cost/benefit analysis.

This Senior Management Response was submitted for approval to and signed by SDC's Head of Multilateral and NGO Division and SECO's Head of Multilateral Cooperation Division. It sets forth concrete measures and actions to be taken, including responsibilities and deadlines.

### **Main findings**

The evaluation applied a multi-method approach including data and document analysis, in-depth interviews and online surveys. It looked at potentials (such as providing the international IC labour market with highly qualified specialists) and challenges (such as the labour market in IC being multi-layered and dynamic, hiring dynamics being complex and working environments may be experienced as challenging).

In its analysis, the evaluation reveals that cinfo's structures and processes are highly professional and represent added value for Switzerland, to individuals looking for a job in IC as well as to the federal Offices concerned and other clients (conclusion no. 1). A high level of satisfaction among target groups and clients regarding services offered by cinfo has been identified. cinfo's services reveal a holistic approach towards the IC labour market, which is

unique in Switzerland and beyond. cinfo's mandates and instruments are manifold, since target groups are heterogeneous. Also, the evaluators concluded that cinfo creates synergies to an extent that goes beyond what HR-departments in public administrations could achieve. According to the analysis of the evaluators, outsourcing certain tasks (such as recruitment processes) to commercial HR-companies is not a realistic option, mainly since such companies do not have the same knowledge repository regarding IC as cinfo does (conclusion no. 3). Also, such a solution would, in the eyes of the evaluators, not reduce costs, since services offered by commercial HR companies are expensive. Regrettably, the evaluators saw themselves not in a position to make concrete statements concerning the cost/benefit ratio of the Federal Administration's support to cinfo nor concerning services acquired from cinfo (conclusion no. 2).

Finally, the evaluation identified in its recommendations some needs and trends, focusing on how to benefit even better from the potential of cinfo. Several recommendations focus on the interlinkages between cinfo and the federal Offices concerned, such as the need for clearer and more strategic guidance and communication, or improving expectation management. Some of these points already had been taken up by the Internal Revision Department of the FDFA (IR EDA) in a report of March 2021.

Addressing cinfo, the evaluators suggest to tap new pools of potential candidates (such as students not yet oriented towards IC), to reinforce the monitoring activities and to further enhance digitalisation, particularly in order to reach out to professionals beyond Switzerland.

### **Key elements of the Management Response**

SDC's and SECO's Senior Managements assert that the evaluation contains a sound analysis of SDC's and SECO's engagement towards cinfo as well as in the field of "Präsenzförderung", and it provides an appreciation of cinfo's performance over the past years. Moreover, the evaluation is providing mostly insightful conclusions about how to further strengthen Switzerland's "Präsenzförderung". The recommendations point to important issues, but remain on a rather generic level. Consequently, several recommendations are only partially agreed to.

The measures proposed by the evaluators are not always considered to be the most promising avenue to achieve improvement. Also, some of the suggested measures are already initiated or some elements of measures suggested are out of the FO's scope of responsibility; or actors concerned simply lack the resources to tackle the problems pointed at by the evaluators. For example, while the need for a consolidated Swiss strategy for "Präsenzförderung" or for an enhanced digitalisation of cinfo's (and FO's) working environment are uncontested, agreement to approaches to be explored (and thus, to the recommendations as such) may not necessarily be comprehensive. Also, expectation management is an important issue in several fields of activities concerned by the recommendations; this issue should be given particular attention by the FO involved.

Out of the six recommendations, one recommendation is fully agreed with (green), five recommendations are partially agreed with (orange); none of the recommendations is not agreed with – see table on next page. SDC, SECO and cinfo agree to seize this opportunity to improve their results by taking specific measures in line with the recommendations.

1. <b>Creating a Swiss strategy towards MO mandate</b>			
2. <b>Clarifying expectations regarding MO mandate</b>			
3. <b>Strengthening communication channels</b>			
4. <b>Proactively creating a focal point for job seeking individuals beyond IC</b>			
5. <b>Strengthening career monitoring</b>			
6. <b>Digitalization</b>			
<b>Fully agree</b>	<b>Partially agree</b>	<b>Disagree</b>	

Bern, 18.November 2022

**Nicole Ruder**  
 Head Multilateral and NGO Division  
 Member of the Directorate  
 Swiss Development Cooperation SDC

**Ivan Pavletic**  
 Head Multilateral Cooperation Division  
 State Secretariat for Economic Affairs

**Annexes:**

1. Overview of recommendations, management response and measures
2. Remarks and suggestions by cinfo
3. Terms of reference
4. List of Abbreviations

## Annex 1: Overview of recommendations, management response and measures

Fully agree	Partially agree	Disagree
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Recommendation 1		
<p><b>Creating a Swiss strategy towards MO mandate:</b> Regarding the increased presence for young and mid-career professionals in IC, a Swiss strategy could be successful. Thereby, Switzerland could learn from other countries, where local labor market conditions and the number of highly skilled professionals ready for a position in IC are comparable to Switzerland. Switzerland relies on intrinsic motivation of people working in IC and does not set many incentives. For example, Switzerland has so far failed to create clarity and security in matters of pensions and unemployment insurance. More-over, developing such a strategy could contribute to a discourse regarding the presence of Swiss nationals in UN and WBG and corresponding ambitions.</p>		
<b>Management response</b>		
Fully agree	Partially agree	Disagree
<p>In general a proper strategy of Präsenzförderung would be welcome and will be further explored. But this should go beyond the mandate to cinfo and should be based on a cost/benefit analysis of the different instruments. A program of Swiss secondments beyond JPOs could be an avenue to further increase the Swiss presence and influence Switzerland's MO partners. cinfo's dialogue with MOs has intensified in the last years, and this showed some results. However, the question of what else the Swiss Government is ready to invest to attract more Swiss into the system remains. Improving social security for the Swiss employed by MOs is not an option, as demonstrated by UNA in the response to a study by Solisuisse.</p>		
<b>Measures</b>	<b>Responsibility</b>	<b>Timing</b>
a) Discussion within FDFA (KAPF) and with SECO to identify possible options (and test the idea of a strategy)	GI/UNA, SECO	By February 2023
b) Proposal of secondment policies/strategies (to be discussed between SDC directorate and DR, and within SECO directorate)	GI/Multi-H, SECO	June 2023

Recommendation 2		
<p><b>Clarifying expectations regarding MO mandate:</b> There is a need to clarify expectations in terms of what cinfo can achieve – especially when it comes to the long-term impact of cinfo's work in the MO mandate. Aligning goals, options and limitations could clarify mutual expectations of cinfo and FO. It seems beneficial to align the perspectives of FO side on an operational level, too. Evidence collected in this evaluation also points to the necessity that information regarding cinfo's services must be accessible within different players inside FO.</p>		
<b>Management response</b>		
Fully agree	Partially agree	Disagree
<p>Expectations have been constantly reviewed based on reality checks. So far, SDC and SECO have agreed with cinfo on what was possible - and found solutions to achieve the targets, such as creating a stronger relationship with MOs' human resources facilitated by FDFA, SECO and the Executive Director's Offices (EDOs). The main clarification needed concerns the roles of cinfo, and SDC/SECO, respectively, for candidates' support, and cinfo's role and scope of active sourcing.</p>		

Measure	Responsibility	Timing
Meeting SDC-Cinfo on candidates' support, update of the concept paper.	UN-MDB/Multi-H	By December 2022

### Recommendation 3

**Strengthening communication channels:** Several bodies within FO coordinate their policies and communicate with cinfo, the FDFA's UN division is missing though. It is recommendable to create one focal point where relations of FO with cinfo is coordinated and discussed on a strategic level. At the same time, cinfo could be more proactive towards FO – and vice-versa while always keeping in mind that the other side has multiple stakeholders. One or two annual meetings could help to improve communication.

#### Management response

Fully agree	<b>Partially agree</b>	Disagree
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Many coordination and communication measures are already in place, and following the report of March 2021 by the Internal Revision Department of the FDFA (IR EDA), the set-up resp. assignment of responsibilities within the federal administration has to be revised: IPD (resp. Swiss NGO Section) will exclusively be in charge of managing the program contribution ("Grundauftrag"), and GI (resp. UN and MDBs Section) will coordinate the general promotion of the presence of Swiss nationals in MOs ("Präsenzförderung"), while SECO will continue to be responsible for the Swiss presence in IFIs. All offices mentioned will act as point of contact for cinfo concerning the respective field of activity. To have one focal point within the Federal Administration handling all matters concerning cinfo seems not to be a realistic option. This new set-up will be in place starting 2025, after a transition period 2023-24 still applying the current procedures, which will give room for the necessary preparatory work.

In parallel, existing coordination bodies will be maintained during 2023-24: Rencontres Interoffices (for overall strategic coordination, incl. cinfo); KAPF (coordination committee for the promotion of the presence of Swiss nationals in UN organizations and IFIs, i.e. "Präsenzförderung"; excl. cinfo; lead: FDFA UN Division); Comité de Pilotage (operational coordination of "Präsenzförderung", incl. cinfo – to be revitalized). Meanwhile, new approaches for the coordination between cinfo and the federal Administration will be considered. They are to be implemented by the beginning of 2025.

Also, the structure of contracts between FOs and cinfo will be adapted accordingly starting in 2025 (according to recommendations by IR EDA), after a transition period 2023-24. The duration of contracts concerning the program contribution to cinfo will be extended to four years.

Measure	Responsibility	Timing
Coordination channels and mechanisms (both within the Federal Administration and between Federal Offices and cinfo) are to be revised and reorganized.	All FOs involved. Lead "Grundauftrag": IPD (resp. Swiss NGO Section). Lead "Präsenzförderung": GI	Transition period 2023-24. New structure to be established by beginning of 2025.

<b>Recommendation 4</b>		
<p><b>Proactively creating a focal point for job seeking individuals beyond IC:</b> Data suggest that cinfo reaches out to individuals who are already interested in a job in IC. To respond to current challenges, it might be interesting to reach out to other potential candidates. Such experts would have to be addressed specifically. Increased target group-specific visibility and presence at relevant venues (universities, job fairs, etc.) would enable such a targeted approach and attraction of candidates who meet the diverse requirements of IC.</p>		
<b>Management response<sup>1</sup></b>		
Fully agree	Partially agree	Disagree
<p>The awareness work of cinfo is done in accordance with specifications provided by the federal offices involved and on an analysis of the needs in the IC sector for profiles sought after and where these can be found. Reaching out to students as a long-term investment has been part of activities ever since. However, the business models of career centers and alumni organizations have changed to profit-oriented units. This requires negotiations and resource-intensive partnership development and maintenance. In parallel, cinfo needs to reach mid-career professionals for immediate recruitment opportunities. In compliance with federal offices' specifications and cinfo's resources, prioritization is needed.</p>		
<b>Measure</b>	<b>Responsibility</b>	<b>Timing</b>
Explore and implement effective marketing partnerships with selected outreach partners (e.g. career centers, alumni organisations and professional associations).	cinfo	Program 23/24

<b>Recommendation 5</b>		
<p><b>Strengthening career monitoring:</b> Measuring the achievement of objectives is becoming more and more relevant, but the impact of cinfo offers on participants' careers is difficult to ascertain, as success in the IC labour market depends on a variety of aspects. However, cinfo could reinforce its' monitoring activities to be able to underline its outcomes and impacts. To provide a long-term picture regarding career paths of JPOs and UNYV posted through cinfo, FO could ask cinfo to collect the corresponding data on a long-term basis. The accessibility of people over the years might be challenging since individuals must share their personal contacts. This data collection depends on the individuals' cooperation. It is recommendable to clarify the purpose and the addressees of such information. A promising path is to foster working relationships with MOs and MDB in New York and Washington and to rely on the staff in FO who have already established contacts.</p>		
<b>Management response<sup>2</sup></b>		
Fully agree	Partially agree	Disagree
<p>A second UNYV Tracer Study following a first edition in 2014 is planned for 2023, jointly with a JPO Tracer Study. 8 years into the SDC and SECO funded JPO programs, and 8 years following the first UNYV Tracer Study, the pool of JPOs and UNYVs who have completed their assignments and can be surveyed on their career progression has now become large enough to provide reliable results. Client satisfaction is monitored by cinfo as services are evaluated by clients following completion. While impact evaluation is important to measure quality and success, it is – apart from talent programs – not applicable and not in cinfo's current mandate to follow the career paths of all of cinfo's clients. This</p>		

<sup>1</sup> Management response based on information provided by cinfo.

<sup>2</sup> Management response based on information provided by cinfo.

point might be followed up by the federal offices involved when future mandates to cinfo are being developed.

Measure	Responsibility	Timing
UNYV and JPO Tracer Study to be implemented in early 2023 to inform of impact these assignments had on Swiss young talents' career development and obtain feedback on the support received by receiving organisations, cinfo and the Swiss government.	cinfo	2023

### Recommendation 6

**Digitalisation:** The trend towards digitalisation has been reinforced by Covid-19. cinfo can benefit from this trend and continue to build on its online presence – also to reach out to professionals in IC beyond Switzerland. This approach can be aligned with cinfo's core mandate.

### Management response<sup>3</sup>

Fully agree	Partially agree	Disagree
The federal offices involved monitored closely as cinfo was one of the first players in the sector to digitize recruitment processes, and the development of technologies is being followed in an accurate way. The decision to introduce any new digital tool is based on a cost/benefit analysis. In the past two years, triggered by the pandemic, cinfo reached a more global talent pool by offering more virtual group and individual contact (e.g. information and recruitment events bringing together talents with IC employers; networking events between IC professionals and the Swiss Government; individual follow-up career conversations). Thanks to training in digitalization, learning journeys and coaching by cinfo, services are now better accessible for national staff in the global South.		
Measure	Responsibility	Timing
Continuation and further development of already implemented measures; ongoing process.	cinfo	2023/24

<sup>3</sup> Management response based on information provided by cinfo.

## Statement cinfo on the evaluation report by Econcept

cinfo is pleased with the evaluation's findings that the target groups report being very satisfied with cinfo's services and that its structures and processes are highly professional. cinfo has always appreciated a critical eye during past evaluations and had hoped for additional suggestions towards its further development as a competence centre – outside of challenges already identified. Overall, we found that the evaluation team's recommendations were not specific and concrete enough to provide any significant and new impetus for change, as the recommendations relate mostly to measures already implemented by cinfo.

### 1. Observations

- 1.1. In our view, the data analysis is inadequate, which may have led, among other factors, to cinfo as a whole being insufficiently understood. In this context, we raise the critical question of whether the mandate lead carried out sufficient checks to verify interview statements. It should also be noted that the mandate lead never visited cinfo personally and thus did not get her own impression of cinfo.
- 1.2. Despite our feedback, the final report still contains several factual errors which are not insignificant. (See examples below).
- 1.3. The evaluator partly based the report on her own objectives and not those defined in the logframe or in the service concepts, without justifying this.
- 1.4. In the presentation of the analysis, the derivation of conclusions and recommendations, no clear distinction is made as to whether these relate to cinfo, to the mandate given to cinfo by the federal partners or to the federal partners themselves.
- 1.5. The topic of "synergies between the principal mandate and third-party mandates" was not addressed in the evaluation, although we pointed out this important aspect several times and provided documents and data.

### 2. Incorrect Statements

- 2.1. Some important information (including figures from the documents provided) was interpreted incorrectly or not considered at all. This, for example, creates the impression that cinfo is particularly relevant for young target groups. cinfo accompanies professionals throughout their entire career. This is clearly evident from cinfo's client structure: 22% are between 26-30 years old, 22% between 31-35 and 56% between 36-60.
- 2.2. The objectives of coachings were not fully understood. It is not the aim of coaching sessions to provide clients with a job in IC or to provide IC actors with the staff they need. The cinfo coaching concept defines the main purpose as enabling clients to clarify specific situations, as well as to find and implement solutions according to their own potential.
- 2.3. The statements about the talent pool are wrong and incomplete. Firstly, it is not the case that cinfo only finds candidates through its own talent pool. Secondly, the evaluation team did not evaluate all other outreach activities.
- 2.4. On the topic of "cost-benefit analysis": It is correct that a cost-benefit analysis per se is not easy to realise. However, it is incorrect to say, with reference to the evaluation from 2011, that a cost-benefit analysis is not feasible for the efforts to strengthen the Swiss presence in

priority Multinational Organisations (including the JPO und UNYV programs). The 2011 evaluation report merely noted that a differentiated cost-benefit analysis was not feasible. The 2011 evaluation report selected three different perspectives for an assessment and made a calculation, e.g., costs for supporting "direct entries" (HR marketing) in relation to Swiss nationals who used a cinfo service and obtained a job in one of the focus organisations (excluding JPO and UNYV). cinfo provided Econcept with the figures for this and referred to the approach of the 2011 evaluation. For these reasons, we consider it an omission that this issue was not addressed in the 2022 evaluation.

Biel, September 26<sup>th</sup>, 2022

A handwritten signature in black ink, appearing to read 'L. Isler', written in a cursive style.

Lisa Isler  
Director cinfo

## Annex 3: Terms of reference

### Terms of Reference: External Evaluation of SDC's and SECO's contributions to the competence center cinfo 2013 - 2021

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*Contracting entity:*  
SDC, Institutional Partnerships Division

*Consultants/consultancy firm*  
*(on invitation)*

The Institutional Partnerships Division (IPD) in coordination with Global Institutions Division (GI) and Multi-lateral Humanitarian Aid (Multi-H) of the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs SECO will assign a mandate to a consultant or to consultants to evaluate the progress towards reaching FDFA's, SECO's and cinfo's objectives as a center of excellence for human resource management in international cooperation (IC) along the OECD-DAC evaluation criteria.

#### 1. Rationale and background

The labour market in IC is complex, multi-layered and dynamic. Despite many job seekers, there is a shortage of qualified professionals in certain occupational groups. In particular, there is a significant shortage of professionals who have the necessary skills and are willing to work in fragile contexts. This is particularly serious for SDC, given that IC is increasingly focusing on fragile contexts. Another challenge is the low presence of Swiss nationals in multilateral organisations (MOs), despite existing qualifications.

In this complex context, the SDC has assisted cinfo in recent years to act as a centre of excellence that (i) continuously analyses labour market developments and provides a solid knowledge base and anticipates changes in the international environment, (ii) promotes networking (also between multilateral and bilateral as well as non-governmental organisations in IC), (iii) provides support to organizations and individuals through exchange platforms and in recruitment processes, and (iv) brings together job offers and job seekers in IC.

The evaluation aims to assess the extent to which cinfo's approaches and instruments ensure that:

- cinfo has the appropriate tools to secure its objectives;
- the expected results are achieved and the areas that are successful or in need of improvement are adequately addressed;
- the activities supported have multiple benefits.

cinfo's activities are assessed for their impact, and it is assessed whether the interaction, coordination and exchange of information between FDFA (SDC, DR)<sup>4</sup>, SECO as well as partner organizations is working. The evaluation might use a theory of change based approach, and the evaluators might consider a Economical and Financial Analysis – EFA.

The evaluation will provide findings, conclusions and recommendations on whether and how:

- cinfo's approaches can be strengthened from a strategic and operational perspective;
- its institutional framework is appropriate as concerns the embedding of cinfo's mandate, its approaches and instruments.

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<sup>4</sup> While UND and PHRD within the State Secretariat do cooperate with cinfo for certain recruitment, preparation and coaching purposes, they both manage networking, placement and lobbying activities on their own due to the political dimension of these tasks. These tasks are therefore not part of the evaluation

## 2. Purpose and scope of the evaluation

So far, the programme implementation status reporting was conducted on a yearly basis (based on the logical framework defined in the contract). The current phase (i.e. contract) is ending in December 2022. In preparation of a new contractual phase, FDFA and SECO would like to look back and analyse on progress made. It should go beyond the process/activity monitoring of the logical framework and determine whether cinfo's work was carried out effectively and efficiently and meets the set objectives. The evaluation should identify strategies, approaches and processes, which have worked well and identify potential for improvement of cinfo services and need for new support activities offered by cinfo.

The evaluation should build on the findings of the previous evaluations<sup>5</sup>, consider the implementation of these findings, and highlight lessons learnt, provide guidance and recommendations, and set the direction for defining objectives and methodologies for a new contract starting in January 2023.

## 3. Evaluation questions

- **Relevance** - the extent to which cinfo's programme and services meet the strategic priorities and expectations of beneficiaries and contributors, i.e. individuals, organizations and federal administration.
  1. what are the advantages and disadvantages of outsourcing the tasks to cinfo? Is cinfo the best-placed actor to fulfil them? What is its value added? Are there alternatives to cinfo? If so, for which tasks?
  2. is there another approach/strategy that SDC and SECO should consider to promote human resource management in international cooperation or increase Swiss staff representation in priority MOs?
- 3. what are the approaches of other similarly sized/same-minded donors (evaluators suggest selection) in this regard that are relevant to Switzerland (benchmarking) and what lessons can be learned? Where does Switzerland stand compared to other countries when it comes to IFI staffing?
- **Coherence** - The compatibility of the intervention with other interventions (DR) in the human resource management area.
  4. to what extent do the involved offices of the federal administration (DR, SDC and SECO) work together synergistically?
  5. to what extent does cinfo incorporate new approaches (f.ex. fit for fragility, localization of aid or, private sector mobilization)?
  6. to what extent do human resource management issues reflect the increasing importance of national experts for SDC and its partner organizations?
  7. are cinfo activities systematically and sufficiently aligned and complementary with strategic plans / needs of DR, seco and SDC partner organizations (PO)?

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<sup>5</sup> Ein Jahrzehnt cinfo 1990 – 2001. Ergebnisse und Perspektiven. Unabhängige Evaluation des Informations-, Beratungs- und Ausbildungszentrums für Berufe in der Internationalen Zusammenarbeit und in der Humanitären Hilfe cinfo Biel (Bernhard Wenger/Matthias Rišler, Juni 2002)

Review des cinfo-Leistungspakets Internationale Organisationen (Urs Zollinger/David Winiger, im Auftrag von cinfo, März 2011)

Institutionelle Partnerschaft DEZA – cinfo. Zwischenbilanz 2012-13. (KEK, Markus Engler, Oktober 2013)

External Evaluation of SDC's and SECO's measures taken to strengthen the Swiss presence in Priority Multilateral Organisations (Zehra Kačapor-Džihic, May 2019)

- **Effectiveness** - extent to which the center of excellence achieves its objectives.
8. were the objectives formulated in a clear and measurable way (smart indicators)?
  9. to what extent are the objectives / results achieved and used?
  10. what kind of instruments are developed by cinfo, and are synergies generated through these instruments? Did the intended decrease of workload for SECO/DEZA materialize?
  11. what kind of cinfo support have Swiss individuals currently employed by MDBs (and in particular those recruited in 2020) received and how do they assess it? How many of them entered because of cinfo support, how many without?
  12. Does the cost-benefit ratio justify the continuation of the mandate in principle?
  13. Does the initial experience with UNYV suggest that this modality should be continued for the WB in the next phase?
- **Efficiency** – Measure the qualitative and quantitative outputs of cinfo in relation to the inputs.
14. were the results achieved in a cost-effective manner? What is the cost-efficiency of each instrument? Which instruments led to how many applications, and effective hiring?
  15. What impact did the Covid-19 situation have on cinfo's approaches and their efficiency? What was the response to the Covid-19 situation? What lessons and recommendations can be derived from this?
- **Impact** - The positive and negative changes brought about by interventions.
16. what are observable impacts (intended or unintended, positive or negative) on beneficiaries (service recipients, secondees) and clients of the federal administration (MDBs / IOs and NGO partner organizations)?
  17. do the approaches and tools develop scale? What were the facilitating factors in these cases?
- **Sustainability** - To what extent do impacts persist when SDC and SECO support ends?
18. what factors promote the sustainability of cinfo's interventions?
  19. is institutional suspension effective and how constructive is the involvement of DR?

#### 4. Methodology

The independent evaluation team will assess the evaluation objectives and questions in a neutral and objective manner. The overall evaluation approach should be an appropriate mix of formative and summative elements. Evaluators should combine evaluation rigour (evidence-based and objective) with the task of improving cinfo's capacity by using evidence to reflect on their work. The evaluation team should review and assess existing evidence, processes, tools and instruments.

The evaluation team shall use or develop appropriate rubrics and tools to assess all information, interviews, etc. in the evaluation. Their findings, conclusions and recommendations must be evidence-based and formulated in an open, constructive and non-judgmental manner. It is expected that the findings and recommendations will feed into FDFA's (i.e. SDC and DR) and SECO's strategic and operational decision-making processes to continue working with cinfo, if the findings warrant it.

- Portfolio analysis of cinfo's engagement:

- Review of relevant SDC and SECO documents (e.g. evaluation reports and loan applications);
- End-of-Phase reports, guiding documents of SDC and SECO partners (programme and evaluation reports, case studies, etc.) and other donors (for comparison), and research;
- Interviews and/or focus group discussions with:
  - service recipients/beneficiaries;
  - Swiss staffers in MOs;
  - SDC staff (Humanitarian Aid, GI, AFM), DR, SECO in Berne;
  - personnel of cinfo;
  - selected member organizations
  - other relevant persons, in particular implementing partners, deployed consultants, knowledge partners and other donors;

The evaluation team will develop a rigorous and appropriate methodology in the initial phase, together with a Theory of Change that provides the framework for the evaluation. It is important that the methodology is appropriate to assess both the operational and institutional aspects of the evaluation.

The indicative key questions are only suggestions and should be reviewed by the evaluation team during the inception phase.

The Core Group (CG)<sup>6</sup> should provide inputs when the evaluation team develops the recommendations - but the responsibility remains with the evaluation team. Therefore, elements of participatory / developmental evaluation should be integrated to increase the usefulness of the evaluation.

Throughout the process, the CG is in interactive exchange with the evaluation team. The CG members are the contact persons for the external evaluators. The CG members are also consulted on the main milestones of the evaluation process and can contribute their opinion. The evaluation process includes the regular involvement of CG members for the support to the evaluation team in better understanding approaches, structures and work processes of SDC and SECO.

## 5. Deliverables

Evaluators	cinfo	Contracting partners
<p><b>Inception report</b> (including detailed timeframe, methodology)</p> <p>Inception Report is prepared by the evaluation team - after an initial review of relevant documentation and some initial interviews. It presents:</p> <ul style="list-style-type: none"> <li>- the results of a first round of interviews/desk reviews;</li> <li>- the conceptual framework to be used in the evaluation;</li> <li>- the key evaluation questions and methodology;</li> <li>- an analytical framework for answering the evaluation questions with rubrics or rating scales to be used for assessing information, data sources and collection, sampling and key indicators;</li> <li>- a first draft of the list of interviewees.</li> </ul> <p>It should explain the strengths, weaknesses and limitations of the proposed process and methodology and list</p>	<p>Available studies and data</p> <p>Annual reports</p> <p>Various statistics / available back-ground information.</p> <p>Number of applications managed.</p>	<p>PV rencontre inter-office (minutes of joint meetings)</p> <p>Various statistics / available back-ground information</p>

<sup>6</sup> The CG is composed of representatives from SDC's IPD, GI, HH departments, and SECO

<p>the means that will be used to address these weaknesses/limitations.</p> <p>The Inception Report should not exceed <b>10 pages</b> (excluding annexes). It will be addressed to the CG.</p> <p>Draft report and presentation of results at a <b>workshop</b> (before defining recommendations) will be discussed and commented with the CG.</p>		
<p><b>Consolidated final report</b>(including findings, conclusions and recommendations)</p> <p>A printable evaluation report in English containing findings, conclusions and recommendations. The conclusions must be clearly derived from the findings and the recommendations must be clearly based on the conclusions.</p> <p>The evaluation report should not exceed <b>30 pages</b> (including an executive summary; excluding annexes). The report should contain clear references to important information / data available in the annexes. The executive summary should comply with DAC standards and should not exceed 2 to 3 pages.</p> <p>In addition, a short and concise presentation (Power-Point) should be prepared by the evaluation team for FDFA (SDC, DR) and SECO.</p>		
<p><b>Communication</b></p> <p>The following deliverables related to communication are required:</p> <ul style="list-style-type: none"> <li>- Meetings with CG at key moments of the evaluation;</li> <li>- Regular exchange with IPD programme officer;</li> <li>- Presentation of the final report at the Rencontre Inter-office (and possibly before: presentation of interim results to the CG);</li> <li>- Validation workshop with cinfo</li> </ul> <p>Key messages for external communication that are clear, concise and easy to understand. These key messages are used to prepare a fact sheet for external communication</p>		

## 6. Time Frame

A preliminary timeframe/allocation of consultancy working days is shown in the table below. The listed steps of the process are also depending on the preliminary elaboration of an inception paper.

When	What	Working days
mid-December 2021	Kick off meeting with consultants in Berne	1
mid-January 2022	Inception paper	6
January - February	Desk study, preparation of evaluation visits	15
February - March 2022	Stakeholder consultations - workshops, interviews and sounding board (CG) meetings	20
mid-April 2022	Draft report	6
late April 2022	Workshop to discuss findings before finalizing recommendations	1
Begin of May 2022	Final report	4
May 2022	Validation workshop with cinfo	1
<b>Total</b>		<b>54</b>

## 7. Competency profile of the consultants

The consultant should have the following competencies (consortia are possible):

- The evaluation team should bring expertise in evaluation and partnership development, innovative thinking, the ability to combine established methods with new approaches and to discuss, assess and share findings with stakeholders throughout the evaluation process.
- The evaluation team should consist of a team of two experts with complementary expertise and experience.
- In particular, evaluators are expected to have the following evaluative and professional skills and experience:
  - Experience and up-to-date knowledge of IC human resource management;
  - Strong analytical and drafting skills, ability to synthesise and write comprehensibly;
  - Professional experience and skills in robust evaluation methodologies and in evaluating policies, programmes, partnerships and institutional processes/changes;
  - Ability to apply DAC-OECD and SEVAL (or equivalent) evaluation standards;
  - Knowledge of the Swiss development cooperation system;
  - Knowledge of the Swiss political landscape, the Swiss NGO scene and the Swiss labour market;
  - Knowledge of the Swiss education system (university level); and
  - Experience in evaluating bilateral and multilateral development cooperation.
- In addition, the evaluators are expected to possess the following:
  - Proven analytical and editing skills;
  - Ability to manage complex processes with a variety of stakeholders through participatory methods;
  - Ability to work and communicate in English and excellent writing skills in English are a must. Very good knowledge of German and French is a requirement; and
  - Experience in developing communication content for a broad audience.

#### Annex 4: List of Abbreviations

AFM	FDFA Peace and Human Rights Division
CG	Core Group (IPD; GI, SECO, AFM, HA)
DR	FDFA Directorate for Resources
FDFA	Federal Department of Foreign Affairs
FO	Federal Offices
GI	SDC Global Institution Division (as of 01 September 2022: UN and MDBs Section; within SDC Multilateral Affairs and NGO Division)
HH	SDC Humanitarian Aid
HSD	SDC Human Security Division
IC	International Cooperation
IFI	International Financial Institutes
IPD	SDC Institutional Partnership Division (as of 01 September 2022: Swiss NGO Section; within SDC Multilateral Affairs and NGO Division)
IR	Internal Audit FDFA
JPO	Junior Program Officer
KAPF	Coordination Committee on «Präsenzförderung» (Koordinationsausschuss Präsenzförderung)
MDB	Multilateral Development Bank
MO	Multilateral Organisation
MR	Management response
Multi-H	Multilateral Humanitarian Aid (as of 01 September 2022: HA Multilateral Affairs Section; within SDC Multilateral Affairs and NGO Division)
PO	Partner Organization
SECO	State Secretariat for Economic Affairs
UNA	FDFA UN Division
UNYV	United Nations Youth Volunteers
WB	World Bank

Swiss Agency for Development and Cooperation SDC  
Institutional Partnership Division IPD

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# External Evaluation of SDC's and SECO's Contributions to the Com- petence Center cinfo 2013-2021

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Final report  
1. Juli 2022

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## Abbreviations

Cinfo	Centre d'information, de conseil et de formation pour les professions de la coopération internationale et de l'aide humanitaire, Biel/ Bienne
EAER	Federal Department of Economic Affairs, Education and Research
FDFA	Federal Department of Foreign Affairs of Switzerland
FO	Federal Offices
HRD	Human Resource Development
IC	International cooperation and humanitarian work
IFI	International Finance Institutions
IP	Institutional partnerships
IPD	SDC's Institutional Partnership Division
JPO	Junior Professional Officer
MO	Multilateral organisations
NGO	Non-governmental organisation
PHRD	FDDA's Peace and Human Rights Division
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat for Economic Affairs
UN	United Nations organisations
UNYV	United Nations Youth Volunteers
WBG	World Bank Group

## Management Summary

**Opportunities and challenges for Switzerland and for International Cooperation:** Switzerland has the potential to provide the international labour market, particularly in International Cooperation (IC) with highly qualified specialists. The labour market in IC, in turn, is multi-layered and dynamic. Hence, from the perspective of a candidate, hiring dynamics are complex and concrete circumstances of jobs may be experienced as challenging. cinfo aims at supporting individuals and organisations to enhance the number of qualified professionals from Switzerland in IC. As an outsourced competence center cinfo implements specific mandates given and financed by the Federal administration and its offices (FO).

**External evaluation of cinfo:** This evaluation addresses the contributions by the Swiss Development Cooperation (SDC) and by Switzerland's State Secretariat for economic affairs (SECO) to cinfo in the years 2013-2020. The evaluation addresses the services as well as the impact of cinfo on the level of target groups as well as on the systemic level. The evaluation addresses the core mandate of cinfo as well its mandate regarding the representation of Swiss experts in multilateral organisations.

**Project design:** The analyses of documentation as well as explorative interviews with SDC, SECO and cinfo supported the elaboration of an inception report. Based on this report, the evaluation addressed all evaluation questions in a multi-method approach including data and document analysis, in-depth interviews, a site-visit as well as two online surveys. Building on the results of the evaluation, needs and trends were identified. Taken together the results of the evaluation led to conclusions and recommendations.

**SWOT Analysis:** cinfo's services are structured according to four pillars: Basics and trends / Career and Learning Processes / Merging People and Jobs / Information and Networking. The following tables shows the main strengths, weaknesses, opportunities, and threats for cinfo. The findings are based on the evaluation including data and documentation, expert interviews, surveys addressing individuals and members of the Network cinfo.

Strengths	Weaknesses
<p><b>Positioning:</b> As a competence center dedicated to supporting professionals looking for a job in IC and financed to a large extent by FO, cinfo is unique in Switzerland and beyond.</p> <p><b>Single point of contact:</b> Professionals, FO, MOs, members of cinfo's network and other clients benefit from a single point of contact and from centralised information.</p> <p><b>Quality:</b> cinfo's structures and processes are highly professional. Coaches, counsellors as well as cinfo's staff in general are committed and have profound experience of IC and job requirements in IC. The long-term engagement of cinfo's staff guarantees institutional memory.</p> <p><b>Satisfaction:</b> There is a high level of satisfaction regarding services offered by cinfo among target groups and clients.</p>	<p><b>Contact platform or headhunting:</b> cinfo's mandates are broad addressing heterogeneous target groups. Thereby, priorities of cinfo are not always clear to all stakeholders. It is unclear whether cinfo is primarily intended to be a contact point for interested parties or a headhunting organisation. A clear strategy regarding <i>Präsenzförderung</i> on behalf of FO is lacking. Moreover, cinfo is rather a contact point for those seeking support than a central mediator between stakeholders and information.</p> <p><b>Communication with FO:</b> Communication between cinfo and FO is insufficient and mutual expectations are not always clear and coherent. This can lead to frustrations on both sides. Communication is additionally hampered by rotation processes within the FDFA.</p>

cinfo – strengths and weaknesses

Opportunities	Threats
<p><b>Positioning:</b> The unique position of cinfo is a key opportunity. Moreover, many NGOs in Switzerland are looking for a platform where they can exchange best practices and personnel issues, especially about social security, and connect with the federal authorities – cinfo can be such a platform.</p> <p><b>Relevance:</b> There is a great relevance for exchange and networking in this field. Moreover, diversity and thus the well-planned, adequate promotion of particular groups is becoming increasingly important.</p> <p><b>Needs:</b> Although the IC market is growing, there is an increasing lack of young people interested in a career in IC. cinfo has expertise to strengthen the promotion of young talents.</p>	<p><b>Dependencies:</b> cinfo depends on the financial support of FO – despite of increasing number of paying clients. Furthermore, framework conditions and structures that guide cinfo's actions are rather rigid and thus make flexible adjustments to client needs difficult. cinfo is strongly dependent on national IC policy.</p> <p><b>Dynamics:</b> There is a large amount of information available and the shortage of time and dynamics in this field.</p> <p><b>Expertise beyond CH:</b> Another threat is that more and more well-qualified personnel capacities are also available in the global South, which means that Swiss expertise is becoming less relevant. Smaller NGOs are also becoming less important, but they are an important basis for the Network cinfo.</p>

cinfo – opportunities, and threats

**Conclusions:** Based on the evidence collected in the evaluation, the following main conclusions can be presented as follows.

- **Added value for Switzerland:** cinfo's services offering a holistic approach to IC labour market are unique in Switzerland and beyond. cinfo's services address its twofold mandate are structured according to four pillars: Basics and trends / Career and Learning Processes / Merging People and Jobs / Information and Networking. One of cinfo's core tasks is to collect information on the IC labour market in a comprehensive way. cinfo uses this information to build up a profound knowledge based on long-term evidence and to support its services in the other three pillars. Thus, cinfo offers added values both to individuals looking for a job in IC as well as to FO and other clients. With its unique position and its four interlinking pillars, cinfo creates synergies to an extent that goes beyond what HR-departments in public administrations could achieve.
- **Cost/benefit-ratio:** The cost/benefit-ratio of FO's contributions to cinfo cannot be quantified since important elements of the benefits offered by cinfo cannot be measured and quantified, as already underlined by the evaluation 2011. This applies particularly to the contribution of cinfo's support to an actual employment in IC and to a career development. Nevertheless, the following elements contribute to identifying the benefit of cinfo for individuals as well as for FO.
  - cinfo's comprehensive approach with two distinct mandates and four interlinking pillars has proven to be a particular asset of the support offered by cinfo.
  - The combination and synergies of these pillars could not be offered without the financial support from FO.
  - Thus, the added value of cinfo to Switzerland is based on its combined mandates and approaches as well as on the financial contribution of FO
- **Alternatives to cinfo?** Hiring the right experts for positions in IC is challenging. cinfo collects potential candidates in a talent pool. This approach has a disadvantage in that only people who are looking for a job are addressed. Thus, for specific positions, FO seem to be better positioned to reach out to potential candidates directly. However, an

(re-) integration of cinfo's tasks into the Federal Administration would result in a portfolio that goes beyond the usual competences of an internal HR department. In addition, the option of different FO accessing cinfo's services and thus, creating synergies regarding the use of cinfo's knowledge and competences, would no longer be available. On the other hand, certain tasks such as recruitment processes, could be outsourced to commercial HR-companies. However, such companies don't have the same knowledge repository regarding the IC landscape as cinfo and thus may not deliver the same quality. Moreover, such a solution would not reduce costs, since services offered by commercial HR-companies are expensive.

**Recommendations:** The recommendations of this evaluation focus on benefitting even better from the potential of cinfo.

- **Creating a Swiss strategy towards MO mandate:** Regarding the increased presence for young and mid-career professionals in IC, a Swiss strategy could be successful.
- **Clarifying expectations regarding MO mandate:** There is a need to clarify expectations in terms of what cinfo can achieve – especially when it comes to the long-term impact of cinfo's work in the MO mandate.
- **Strengthening communication:** Several bodies within FO coordinate their policies and communicate with cinfo, the FDFA's UN division is missing though. It is recommendable to create one focal point where relations of FO with cinfo is coordinated and discussed on a strategic level.
- **Focal point for job seeking individuals beyond IC:** Data suggest that cinfo reaches out to individuals who are already interested in a job in IC. To respond to current challenges, it might be interesting to reach out to other potential candidates.
- **Strengthening career monitoring:** Measuring the achievement of objectives is becoming more and more relevant. Thus, cinfo could reinforce its' monitoring activities to be able to underline its outcomes and impacts – even if its' impact on participants' careers is difficult to ascertain.
- **Digitalisation:** cinfo can benefit from digitalisation and continue to build on its online presence – also to reach out to professionals in IC beyond Switzerland.

# 1 The Scope of the Evaluation

## 1.1 External evaluation based on an impact model

**Opportunities and challenges for Switzerland and for International Cooperation:** Switzerland has the potential to provide the international labour market, particularly in International Cooperation (IC) with highly qualified specialists. Many highly trained professionals and graduates aspire to work in IC and have the necessary skills to do so. The labour market in IC, in turn, is multi-layered and dynamic. Hence, from the perspective of a candidate, hiring dynamics are complex and concrete circumstances of jobs may be experienced as challenging. At the same time, there is a shortage of qualified professionals in specific fields. It seems particularly hard to find qualified professionals willing to work in so-called fragile contexts. Taken together, there is a low presence of Swiss nationals in multilateral organisations (MOs), despite existing qualifications.

The competence center «cinfo» is a key player in this field with the task to respond to these intertwined opportunities and challenges. cinfo aims at supporting individuals and organisations to enhance the number of qualified professionals from Switzerland in international cooperation (IC). cinfo implements specific mandates given and financed by the Federal administration and its offices (FO).

**External evaluation of cinfo:** This evaluation addresses the contributions by the Swiss Development Cooperation (SDC) and by Switzerland's State Secretariat for economic affairs (SECO) to the competence center cinfo in the years 2013-2020. The evaluation aims at showing the impact of cinfo, its services and activities on the level of target groups as well as on the systemic level. The evaluation addresses the core mandate of cinfo as well as its mandate regarding the representation of Swiss experts in multilateral organisations (MO mandate, *Präsenzförderung*).

**Theory of change/ impact model:** The evaluation has been based on an impact model following SEVAL/ OECD standards. The detailed impact model can be found in the annex.

Impact levels	Description
Input, implementation, and output	The impact model addresses the main strategic goals, the mandate, and the resources available ( <i>input</i> ), structures, processes, and tools available ( <i>implementation</i> ) as well as the performance offered by cinfo and its quality ( <i>output</i> )
Outcome and impact	The <i>outcome</i> describes the impact of cinfo at the level of various target groups – identifying to what extent cinfo supports individuals to find their way into the IC labour market; to what extent member organisations and MOs receive the necessary information, support and impulses from cinfo; to what extent Swiss agencies involved in IC benefit from cinfo's networks and finally, to what extent the IC labour market benefits from bringing professionals and employers together more easily and efficiently. Thereby, the Swiss contribution should not only be made through highly qualified professionals, but also through fruitful knowledge exchange with cinfo at its centre.

Table 1 Levels of impact in the impact model

## 1.2 Detailed Evaluation questions

Based on the focus of the evaluation and structured according to the impact model and OECD evaluation benchmarks, detailed evaluation questions were formulated. Questions addressed the specific parts of the impact model and were separated according to the summative or formative evaluation purpose. The following tables give a short version of these questions. A table presenting every detailed question and highlighting according to which indicator and through which sources and methodological approaches the question was answered, can be found in the annex.

### *Input and implementation: Evaluation questions regarding relevance and coherence*

<b>1</b>	<b>Evaluation questions regarding input</b>
1.1	<b>Objectives:</b> To what extent were the objectives for cinfo formulated in a clear and measurable way (smart)? To what extent do HR management issues reflect the increasing importance of national experts for SDC and its partner organisations?
1.2	<b>Organisational set-up:</b> What are advantages and disadvantages of outsourcing tasks to cinfo? What is the value added? Is cinfo the best actor to fulfil these tasks? To what extent is the institutional suspension effective and how constructive is the involvement of the Directorate for Resources of the Federal Department of Foreign Affairs (FDFA DR)?
1.3	<b>Programs:</b> To what extent do cinfo's programs meet the strategic priorities and expectations of beneficiaries and contributors (i.e. individuals, organisations and federal administration)?
1.4	<b>Alternative approaches:</b> Is there another approach or strategy SDC and SECO should consider to promote HR management in IC or to increase Swiss staff representation in priority MOs? Are there alternatives to cinfo? If so, for which tasks.
1.5	<b>Benchmarks national/ international:</b> What are approaches of other similarly sized/ same-minded donors in this regard relevant to Switzerland? What lessons can be learned? Where does Switzerland stand compared to other countries when it comes to IFI staffing?
<b>2</b>	<b>Evaluation questions regarding implementation</b>
2.1	<b>Implementation by cinfo:</b> What kind of tools/instruments are developed by cinfo? Are synergies generated through these tools/instruments? To what extent does cinfo incorporate new approaches (i.e. fit for fragility, localization of aid or private sector mobilization)?
2.2	<b>Compatibility and cooperation:</b> To what extent is there a compatibility of interventions of cinfo and DR in the HR management area? To what extent are cinfo activities systematically and sufficiently aligned and complementary with strategic plans/ needs of DR, SECO and SDC partner organisations (PO)? To what extent do the federal offices involved (DR, SDC, and SECO) work together synergistically?
2.3	<b>Impact Covid-19:</b> What impact did the Covid-19 situation have on cinfo's approaches? What was the response to the Covid-19 situation? What lessons and recommendations can be derived from this?

Table 2 Evaluation questions regarding the relevance and coherence of framework conditions

### *Output: Evaluation questions regarding efficiency and quality*

<b>3</b>	<b>Evaluation questions regarding outputs</b>
3.1	<b>Services/ support/ tools:</b> What kind of support did Swiss individuals currently employed in MDBs (and in particular those recruited in 2020) receive by cinfo? How do they assess the quality of the support? To what extent do the approaches and tools develop scale? What are facilitating factors? To what extent are results used?
3.2	<b>Target achievement and satisfaction:</b> To what extent does cinfo as a center of excellence achieves its objectives? To what extent do cinfo's services meet the strategic priorities and expectations of beneficiaries and contributors? To what extent are participants satisfied with cinfo's services?
3.3	<b>Efficiency:</b> What is the input/output-ratio for services provided by cinfo? What are quantitative and qualitative outputs of cinfo in relation to the inputs? To what extent are services provided in a cost-effective manner? What is the cost-efficiency of each instrument? Which instruments led to how many applications, and effective hiring?
3.4	<b>Impact Covid-19:</b> What impact did the Covid-19 have on the efficiency of cinfo's approaches?
3.5	<b>Perspectives:</b> Does the cost-benefit ratio justify the continuation of the mandate to cinfo in principle? Does the initial experience with United Nations Youth Volunteers suggest that this modality should be continued for the World Bank?

Table 3 Evaluation questions regarding efficiency and quality

### ***Outcomes and impact: Evaluation questions regarding effectiveness and sustainability***

<b>4</b>	<b>Evaluation questions at the level of outcomes</b>
4.1	<b>Individuals</b> What are observable outcomes (intended or unintended, positive or negative) on service recipients, secondees? How many of them entered because of cinfo support, how many without?
4.2	<b>Organisations:</b> What are observable outcomes on member organisations of cinfo as well as on counterparties of the federal administration (MDBs/ IOs and NGO partner organisations) ?
4.3	<b>Federal Administration:</b> Did the intended decrease of workload for SECO/SDC materialize?
4.4	<b>Sustainability:</b> What factors promote/weaken the sustainability of cinfo's interventions on target groups?
<b>5</b>	<b>Evaluation questions regarding impact</b>
5.1	<b>Future outcomes and impact:</b> To what extent would impacts persist if SDC's and SECO's support would end?
5.2	<b>Ecosystem:</b> To what extent do activities of cinfo contribute to IC gaining visibility as market sector? To what extent do activities of cinfo support Switzerland in contributing to well-trained staff in IC?
5.3	<b>Sustainability:</b> What factors promote/weaken the sustainability of cinfo's interventions on a systemic level?

Table 4 Evaluation questions regarding effectiveness and sustainability

### **1.3 Methodological approaches**

The study opted for a multi-method approach to capture insights from different angles and to assess the multiple stakeholders' perspectives. Thereby, the following methodological approaches have been combined.

<b>Methods</b>	<b>Description</b>
Data and document analysis:	Insights gained from this analysis have been used to answer first evaluation questions and to develop the inception report including the questionnaires for the expert interview and the online survey.
Site visit and interviews with cinfo	The evaluators visited cinfo and hold questionnaire-based interviews with cinfo staff, the cinfo director and deputy-director as well as the president of the board of the cinfo foundation
Expert interviews with key actor in FO	Expert interviews with FO assessed cinfo with the perspective of mandators. This included interviews with representatives of FDFA-DR, SDC and SECO.
Expert interviews with organisational stakeholders	Expert interviews helped to assess the perspectives of the organisational stakeholders, namely from UN organisations and the WBG.
Online survey for member of Network cinfo and other clients	An online survey was sent to the members of Network cinfo and other clients to assess their satisfaction with the services provided by cinfo
Online survey for individuals	A second online survey was designed to assess the satisfaction of individuals. This included persons who attended personal or group coaching with cinfo, who have attended a networking event in the past or receive the cinfo newsletter. The survey was also sent to persons who have been recruited via cinfo for JPO, UNYV or other positions in UN or WBG that have been sponsored by FO (cohort 2018, 2019) as well as IC professionals who pursued their individual career path to the IC field without cinfo's input. FO are in contact with these professionals and served as gatekeepers.
Needs and trends analysis	Building on results of the evaluation, a SWOT-analysis for cinfo was established and validated in a workshop with FO representatives. In continuation, the analysis of needs and trends could be merged with work for the final synthesis and recommendations.

Table 5 Methodological approaches of this evaluation

The intermediate as well as the draft final report have been discussed with the accompanying group.

## 1.4 The evaluation design in a nutshell

The project design of the external evaluation included three main phases covering all aspects addressed in the Terms of Reference (ToR) in a coherent way. It was important to evaluate cinfo by assessing different perspectives as well as to focus on learnings for the future development of cinfo.

**Phase I: Setting the stage:** The analyses of documentation as well as explorative interviews with SDC, SECO and cinfo provided the information needed to prepare the inception report. The inception report marked the result of the first phase by listing the detailed questionnaires and interview guides to be applied in the summative and formative evaluation. It was presented in the inception report meeting. The list of the interviewees can be found in the Annex (4).

**Phase II: Summative and formative evaluation:** Based on the inception report, the summative and formative evaluation addressed all evaluation questions. The different evaluation questions were addressed by a multi-method approach including data and document analysis, in-depth interviews, and evaluation visit on site as well as two online surveys.

**Phase III: Needs and trends analysis, synthesis, and recommendations:** Building on the results of phase II, needs and trends were identified by the evaluators.

The project design is shown in the illustration below.

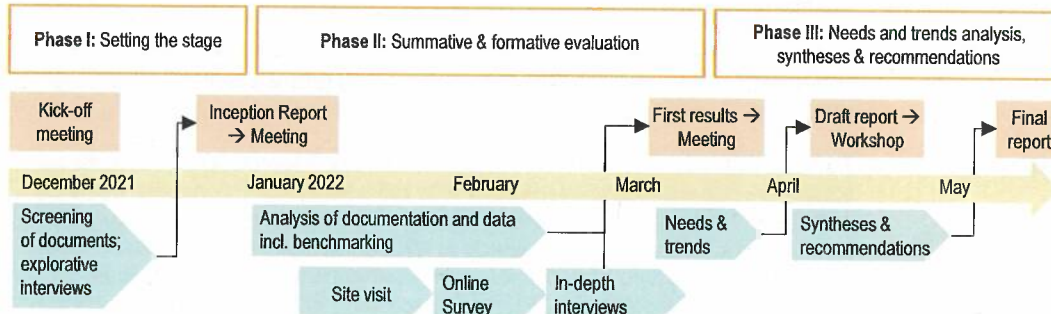


Figure 1 Project design by econcept

## 2 Cinfo's Mandate According to the Analysis of Documents

### 2.1 cinfo, the Swiss competence center on IC labour market

**An intermediary between different stakeholders with a twofold mandate:** Switzerland has a long-lasting commitment to humanitarian work and international cooperation (IC). International Geneva is a hub for multilateral organisations (MOs) as well as for non-governmental organisations (NGOs). Moreover, the Federal Department of Foreign Affairs (FDFA) as well as the Federal Department of Economic Affairs, Education and Research (EAER) and their offices – particularly the Swiss Agency for Development and Cooperation (SDC; FDFA), the State Secretariat for Economic Affairs (SECO, EAER) and the FDFA's Peace and Human Rights Division (PHRD) – rely on well trained staff to fulfil their missions. Thus, cinfo has been founded to support particularly federal offices (FOs) in recruiting qualified personnel to work in IC. Based in Biel/Bienne and organized as a foundation, cinfo serves as an independent intermediary between relevant stakeholders: the federal offices, UN, international financial institutions (IFIs) and especially the World Bank Group (WBG), NGOs as well as jobseekers or IC workers looking for support. cinfo focuses on Swiss nationals but is also recognised as a competence centre for IC professionals educated or based in Switzerland. The mandate of cinfo is twofold as summarised in the table below

cinfo's mandates	Description
<i>Core mandate</i>	The core mandate of cinfo includes a variety of services for different stakeholders in IC: FOs, MOs and IFIs – that includes United Nations organisations (UN) and the World Bank Group (WBG) – NGOs, members of Network cinfo and (job-seeking) professionals in IC
<i>MO mandate</i>	The second part of the mandate – in German referred to as <i>Präsenzförderung</i> – includes personnel marketing and recruiting services for MOs and selected IFIs. This includes, on the one hand the HR Marketing Mandate (direct entries) as well as the recruiting for programmes for junior positions (in German to be referred to as <i>Nachwuchsprogramme</i> NWP): Junior Professional Officers (JPO) and United Nations Youth Volunteers (UNYV). It links early career job candidates with junior positions in MOs and IFIs sponsored by FOs. In budget terms, HR marketing activities to guarantee direct entries constitute the largest part of the MO mandate. This focus is reflected by cinfo in the programme document <sup>1</sup> as well as in cinfo's logframe. <sup>2</sup>

Table 6 The twofold mandate of cinfo

<sup>1</sup> cinfo: Programmdokument 2020-2022 (2019).

<sup>2</sup> Cf. Internal document Logframe/ Programmmonitoring 2020-22 (2019).

The position of cinfo as an intermediary between different stakeholder is depicted in the graphic below.

**Cinfo as an intermediary**

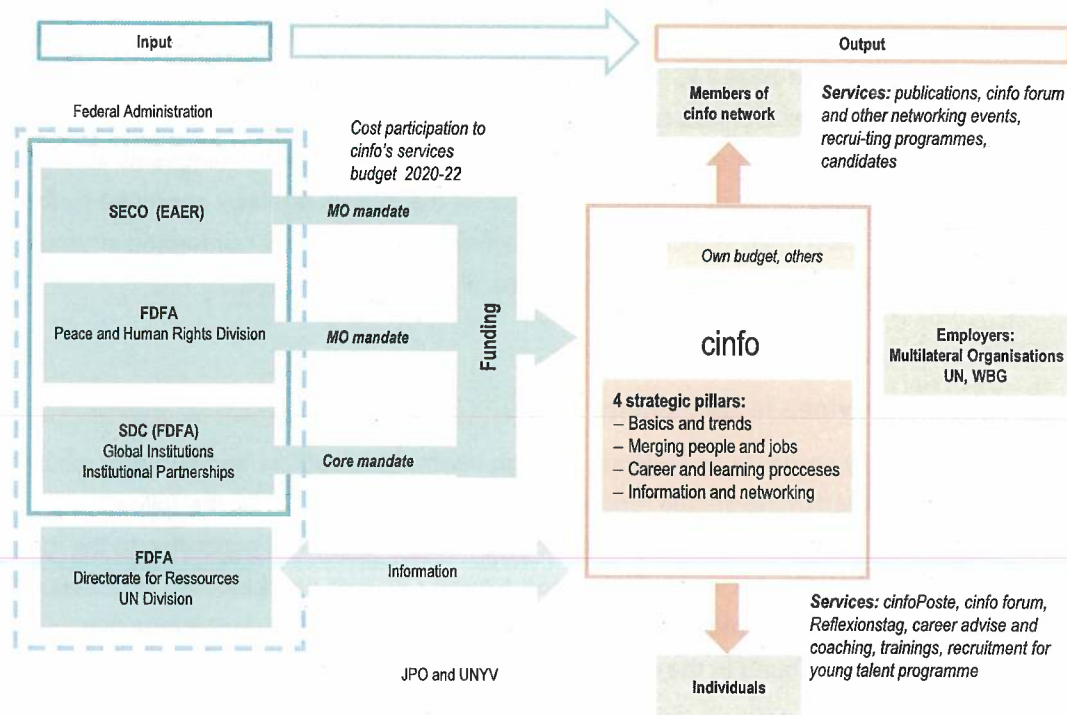


Figure 2 cinfo as an intermediary between different stakeholders

**Budget of cinfo:** The importance of the twofold mandate is also reflected in the budget of cinfo. This is exemplified hereafter for the period 2020-22 (three years). The core mandate and its budget are more than twice the budget of the MO mandate.

Donors	Purpose	CHF 2020-22	%
<i>Core mandate</i>			
SDC	<b>Core mandate:</b> information and networking; careers and learning; matching candidates and people	6'111'000.-	62%
<i>MO mandate (Präsenzförderung)</i>			
SDC	<b>MO mandate</b> for United Nations Organisations (UN)	1'116'000.-	30%
SECO	<b>MO mandate</b> for World Bank Group (WBG) and IFIs	601'000.-	
SDC	<b>Junior Programmes:</b> UNYV and JPO for UN	587'000.-	
PHRD	<b>Junior Programmes:</b> UNYV and JPO for UN	392'000.-	
SECO	<b>Junior Programmes::</b> UNYV and JPO for WBG	323'000.-	
<i>Services offered to third parties</i>			
Third parties	Services such as information, workshops, etc. offered to third parties (e.g. foundations and other players in the IC field)	820'000.-	8%
		<b>Total 10,026 Mio. CHF</b>	

Table 7 Budget cinfo 2020-22 by mandate and according to donors and purpose

**cinfo's strategy based on four pillars:** cinfo continuously develops its scope of work and services according to current challenges in IC. The latter include new approaches in humanitarian work and international cooperation thanks to the Sustainable Development Goals (SDG) of the UN-Agenda 2030, a shift in the IC approach towards a more holistic and sustainable approach. Moreover, there are more and more increasingly qualified and highly trained professionals in mid-income countries who are ready to go into IC. Additionally, the pressure of an evidence-based IC approach in a rapidly changing world and an increased number of fragile contexts create further political and financial pressure for the IC labour field and those who work there. Moreover, technological development changes IC work by increasing possibilities for remote work. The focus of the current strategy approved by the cinfo foundation board in 2019 includes four interlinking and mutually reinforcing strategic priorities designed to respond to the complexities of the IC labour field.

## 2.2 Cinfo's services in four pillars

cinfo systematically assesses its services through internal evaluations and surveys; results thereof are presented in the annual reports. Based on these documents, the following sections focus on the output and outcome of cinfo's services – structured according to the four strategic pillars of cinfo's services: Basics and trends / Career and Learning Processes / Merging People and Jobs / Information and Networking. The list of all documents that have been analysed can be found in the annex.

**The pillar «Basics and Trends»:** Based on its continuous data collection and surveys, cinfo produces publicly available studies and brochures addressing key topics and trends regarding the IC labour market while addressing a series of topics (careers, organisational development, skills, and others). These studies provide a specific focus on the IC labour market from a Swiss perspective, HR-relevant challenges regarding the decentralisation processes of Swiss actors in IC, HR management in fragile contexts, and monitoring and evaluation of junior staff programmes. The publications address organisations and job-seeking individuals likewise. cinfo focuses on UNYVs and JPOs as well as on topics regarding social security and labour conditions.<sup>3</sup> It thereby combines facts and figures with insight stories from the field or individual's experiences and perspectives. For larger publications, cinfo cooperates with external research partners. The publication «International cooperation. Key observations on the Swiss labour market 2010-2018» published in 2020 can be highlighted as an example. The website of the study was accessed more than 2500 times by early 2022. Similarly, the Duty of Care Maturity Model (no date) also caught a lot of attention (almost 2800 hits). A study on diversity «Diversity und Inklusion (BASS, 2021) got less attention – even though women are more likely to complete an IC-specific degree courses than men. Men, however, are still predominate, especially in the humanitarian aid sector.<sup>4</sup>

<sup>3</sup> Cinfo (2021). Social Security for Swiss International Civil Servants, URL: <https://www.cinfo.ch/en/social-security-for-swiss-international-civil-servants>

<sup>4</sup> Cinfo (2020): International Cooperation, p. 5, URL: [https://www.cinfo.ch/sites/default/files/documents/2020\\_amb\\_e\\_web.pdf](https://www.cinfo.ch/sites/default/files/documents/2020_amb_e_web.pdf) (accessed: 12.05.2022)

Services and publications of the pillar «Basis and Trends» address important questions of the IC labour market. Publications are easily accessible on the website and get substantial attention.

**The pillar «Career and Learning Processes»:** cinfo accompanies and supports individuals and organisations in change processes, career, and personnel development issues – with a special focus on IC work in fragile contexts. Thereby, cinfo relies on long-term experience and profound knowledge. cinfo offers tailor-made coaching sessions for individuals. According to the documentation analysed, career path coaching is a frequently requested service. cinfo offers three types of coaching: Career counselling / application support / coaching around different work topics. The number of individual careers coachings increased steadily over the years, starting with 201 in 2013 and amounting to 511 in 2021, whereby some individuals attend multiple sessions which is reflected in these numbers. Besides individual coaching, cinfo offers courses and workshops as part of their performance agreement as well as on behalf of institutional clients. From 2013 to 2016, cinfo organised several workshops focusing specifically on career orientation (title: *Laufbahnorientierung – ich weiss, was ich kann*). Since 2017, the content of these workshops has diversified, covering topics such as career path, security and stress, or bridging distance. Between 2013 and 2019, cinfo increased the number of workshops and courses offered for institutional customers. If the number of customers increased parallelly is not evident from the available data.

2013	2014	2015	2016	2017	2018	2019	2020	2021
<i>Number of career coaching sessions for professionals (in average, attending 2-3 sessions)</i>								
201	127	160	278	212	281	244	408	511
No data on follow up	Whereof 94 follow up	Whereof 53 follow up	Whereof 146 follow up	Whereof 61 follow up	Whereof 61 follow up	Whereof 117 follow up	No data on follow up	No data on follow up
<i>Number of courses/ attendees; topic: career, since 2015 also further topic as security, stress, remote work</i>								
4 courses 29 persons	3 courses 18 persons	9 courses 89 persons	7 courses 28 persons	10 courses 51 persons	10 courses 53 persons	12 courses 55 persons	2 courses (online)	No data available

Table 8 Support offered by cinfo in the pillar «Career and Learning Processes»<sup>5</sup>

The support offered by cinfo in the pillar «Career and Learning Processes» support young professionals in a solution-oriented way; numbers are increasing.

**The pillar «Merging People and Jobs:** cinfo is an intermediary between job candidates in IC and employers. This includes IOs and NGOs as well as occasionally private sector actors or foundations (i.e. Botnar Foundation) that are not part of the Network cinfo. Thereby, cinfo expands its market and institutional knowledge. cinfo also runs the job portal and talent pool called cinfoPoste. Within this framework, cinfo was mandated by different FOs to take over the recruitment process of the UNYV and the JPO-programs. Between 2014 and 2019, cinfo recruited individuals for 15 to 22 fully funded positions per year. Throughout the

<sup>5</sup> Sources: Internal annual reports cinfo 2013-2021.

years, the number applications for the positions remained high, with a slight decrease in 2019. The number of interviews conducted by cinfo correlate with the number of positions to be filled and thus remain relatively steady over the years. The JPO-Programme was gradually extended, starting with 11 positions that were fully funded by the SDC. By 2019, a total of 28 positions were fully funded by the FOs: 12 by the SDC, 8 by SECO and 8 by the PHRD. Overall, the ratio between number of funded positions and applications remained high, indicating the popularity of the positions. At the same time, the number of applications for the funded positions at IFIs decreased over the years. In addition to the recruitment of the UNYV- and the JPO-programs, cinfo was also called in for other recruitment processes. The illustrations in the annex show the number of JPO-positions funded by SDC, SECO and PHRD. The high number of applications underlines the outreach of cinfoPoste, cinfo's job advertisement platform.<sup>6</sup>

cinfo's services in the pillar of «Merging people and jobs» offer important entry doors – even though there are much more applications than positions.

**The pillar «Networking and Information Services»:** cinfo provides information about work in the IC field and HR related topics in the IC labour market. It connects employers and job seeking individuals in IC. Networking and information is done through various cinfo channels. There outreach can be described as follows.

- *Website and social media:* Since March 2022, cinfo runs its new website where information is presented in a more accessible way. However, the following observations from the document analysis refer to the old website. The webpage visits amount to 187'000 up to 200'982 visits per year and have thereby remained steady throughout the assessed years. There are different channels through which cinfo keeps their customers up-to date, such as their newsletter, Facebook, LinkedIn or Twitter. Over the years, cinfo's followers increased on these different channels, whereas the steepest increase is recorded on LinkedIn. On this platform, cinfo reached 4'689 followers in 2019 (and started with 320 followers in 2013). See graph in the annex.
- *Forum cinfo and other networking events:* Another instrument for information and networking is the «Forum cinfo», a career fair organised bi-annually. Between 2014 and 2018, cinfo was able to increase the number of exhibiting organisations and the number of participants. Due to the Covid-19 pandemic, the 2020 edition of the Forum cinfo had to be postponed to 2021, finally it had to take place online. The number of participants were not available for this evaluation. cinfo also offers information events for multipliers such as universities, career centres etc. In 2019, nine such events took place. For practitioners cinfo organises different kinds of workshops, dealing with topics such as security (Duty of care), people management and training/education. This offer has been slowly expanded throughout the last years (three workshops in 2013 and seven workshops in 2019).

<sup>6</sup> The costs for each position could not be assessed through document analysis.

- *Networking through member organisations:* Finally, cinfo has a steady number of 32 member organisations. Over the years, several members have formed alliances and new members joined. This network is important in view of networking and information.

The following graph shows cinfo's outreach to its audience via its most important channels, the cinfo newsletter and LinkedIn:

#### Development of cinfo newsletter and LinkedIn

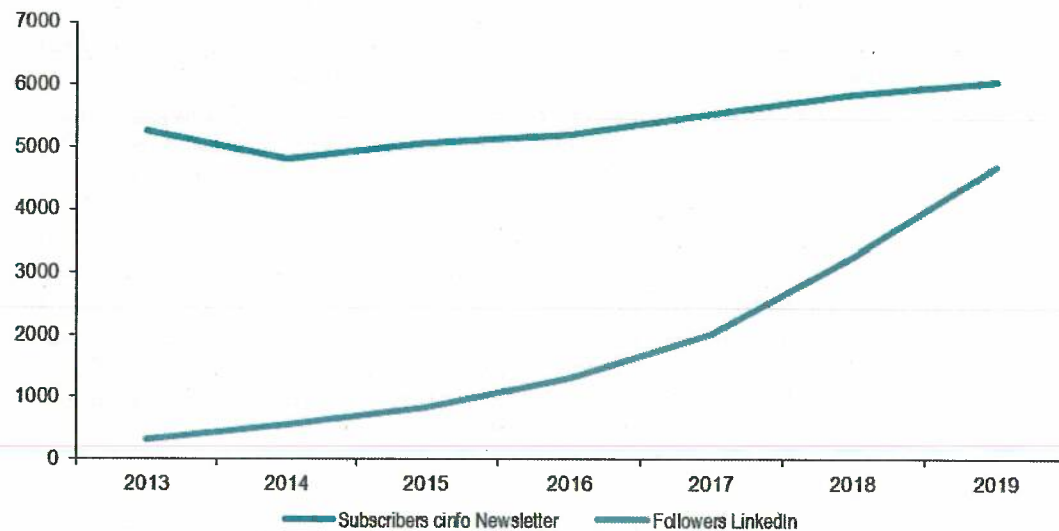


Figure 3 cinfo's outreach via newsletter and LinkedIn

The various instruments offering networking and information have developed over the years. A particular importance must be given to the new website and to the platform LinkedIn. The Covid pandemic hampered in person events during the last years.

### 2.3 Meta-assessment through external evaluations

**Evaluation 2013:** cinfo's internal evaluations and data analysis have been complemented by external evaluations. KEK-CDC Consultant's evaluation from 2013 must be mentioned particularly since it has been used as a reference point by various interviewees. The evaluation provided an interim assessment of the implementation of the 2012 performance agreement between cinfo and the SDC. It served as a basis for the planning of the consecutive two-year consolidation phase (2014-15). The evaluation was based on the so-called principles of organisation development. The team analysed cinfo's positioning in its environment. Specific aspects such as services, cooperation, competences, structures, and processes were assessed in relation to cinfo's positioning. The main takeaways of the 2013 evaluation are summarized in the following table.

Topic	Assessment and recommendations
Strategy process and market orientation	The strategy process was implemented in a goal-oriented and efficient manner and cinfo has already made use of various instruments to establish a stronger market orientation. The newly established governance structure and the reorganisation of the SDC-cinfo partnership provides a good basis for a stronger market orientation.
Centre of excellence	A centre of excellence that observes and analyses the IC market and moderates a discourse between relevant actors would be useful for the development of the IC labour market and a systemic personnel management. cinfo is well positioned to fulfil this task. What is further needed is an expansion of competencies and corresponding capacities as well as more security regarding financing of the expansion.
Finances	As a basis for further development of cinfo as a centre of excellence and beyond, the SDC should clarify and communicate their longterm financing of cinfo's information activities.
Cooperations	Cooperations are a way to complement cinfo's competencies without enlarging the existing structures too much. cinfo has already made positive experiences with that. To further develop cinfo as a centre of excellence, the possibilities of cooperation should be carefully should be carefully examined.
Membership	The linkage to cinfo's members should be further developed. Concretely, cinfo should define and communicate their membership model more clearly. The potential of co-financing cinfo through member organisations should be explored.
Human resources development	cinfo should approach institutional customers such as the SDC or SECO more proactively to offer their 'Human Resource Services' in accordance with latest developments in the IC labour market. To do so, a close cooperation with the respective HR-departments is needed. Furthermore, the necessity of a personnel policy needs to be communicated.

Table 9 External evaluation of cinfo (2013)

**Tracer studies:** In recent years, cinfo conducted several tracer studies on UNYV.<sup>7</sup>

- *2014:* The study 2014 evaluated the FDFA's investment in the UNV programme. It showed that the retention rate of UN Volunteers in international cooperation and the UN is high: a total of 87% of all former volunteers are, two years after their assignment, still engaged in the sector. According to the study, it is important for these professionals to strengthen their career management skills in order successfully pass this period of their professional instability and short-term professional contracts.
- *2019:* The publication of 2019 looked back on former UNYV's experiences. A majority of former UNYV's whose assignments were between 2015 and 2021 were satisfied with their experience and the support they received. They saw their assignment as a good opportunity to gain professional experience in UN organisations and the IC field in general. The study also showed that the retention rate after a UNYV assignment has been following an upward trend.
- *2020:* An exception could be observed in 2020 – possibly due to the pandemic. In general, the study states, almost half of former UNYVs found an assignment within the UN at a subsequent time in the future.

<sup>7</sup> See : UN Volunteers – Moving Forward (2014), URL: <https://www.cinfo.ch/de/publications/un-volunteers-moving-forward>; Swiss Youth at the UN Trends and Impact (2021), URL: <https://www.cinfo.ch/de/publikationen/swiss-youth-at-the-un-trends-and-impact> (28.06.22).

## 4 Cinfo Assessed by Key Actors

In the context of this evaluation, 14 expert interviews with key actors, namely representatives of cinfo and of the federal offices as well as with representatives of MOs were conducted. The interviews were based on questionnaires including specific questions for each target group. They lasted about 45 minutes and were carried out in person or on video conferences. The overview of the interview partners as well as the questionnaires can be found in the annexes.

### 4.1 Assessment by cinfo experts

On March 20, 2022, the evaluators visited cinfo in Biel to carry out group interviews with the cinfo director and with eight cinfo staff members. Additionally, a virtual interview has been conducted with the president of the cinfo foundation.

**Uniqueness and potential to improve communication with FO:** The representatives of cinfo characterised cinfo as the only HR centre for the IC labour field in Switzerland. Thanks to its four strategic thrusts, cinfo can offer comprehensive services to various customers. Its approach is internationally speaking unique. Thus, Non-Swiss foreign offices have regularly asked cinfo for advice regarding HR management in the IC labour market. cinfo has clear objectives, as stated in the Logframe<sup>8</sup>, and most of the interviewees underlined that cinfo sticks to these objectives. At the same time, some persons reflected that the outcome of specific objectives are hard to measure. As cinfo's main contributor and due to the institutional history, the Federal Administration is cinfo's main partner. All interviewees characterised the communication with the FOs regarding strategic orientation and cinfo's future goals as challenging. The rotational system of diplomats working for the federal offices as well as insufficient guidance from the FOs were seen as obstacles. However, cooperation on a more strategic level was said to be more efficient. An in-depth dialogue between SDC, SECO and cinfo, on FOs perspectives and their long-term commitment would be appreciated. According to cinfo's experts potential synergies with the FDFA's Directorate of Resources (DR) remain untapped. Several interviewees mentioned that the DR is unaware of the services cinfo is offering.

**Fulfilling the core mandate and offering services:** There was broad consensus that cinfo's team is characterised by its stability and its experienced staff and associated IC consultants. While the activities in the four strategic thrusts work well, the importance of introducing transversal projects to counter silo-thinking was highlighted. There was agreement that cinfo has a capacity to build and maintain a network of IC stakeholders in Switzerland and can strengthen the Swiss IC sector. While the FOs remain cinfo's main partners, cinfo was also able to increase their services for private institutions, such as foundations. Despite the positive appreciation of the fulfilment of their core mandate, most interviewees expressed their disappointment about the lack of awareness or support of cinfo's activities by

<sup>8</sup> Cf. Internal document Logframe/ Programmmonitoring 2020-22 (2019).

the FOs. There was agreement, that cinfo had the capacity and willingness to expand services to the FOs, if requested. cinfo assessed the Covid-19 pandemic as a chance to improve their digital instruments. In the future, cinfo should use the lessons learned to contact various target groups abroad.

**Difficulty to measure HR impact:** There was general agreement that cinfo proves to be successful in recruiting qualified individuals. Furthermore, they generally received positive feedback from supported individuals. Head-hunting activities for private customers are increasingly expanding. cinfo made good experiences with the UNYV and the JPO programmes; the retention rate exceeds their objectives. At the same time, the difficulty to measure HR impact was mentioned, since factors influencing a career path are various. Generally, a clearer strategy by the FOs regarding *Präsenzförderung* was regarded as important to improve the implementation of the MO-mandate.

Recruitment in IC remains challenging and dynamic. To keep up to date with this constantly evolving field, representatives of cinfo stated that the visibility of cinfo's talent pool platform should be enhanced. Furthermore, some argued that cinfo could operate more target oriented and approach individuals according to their education, experience etc. The new website could be a first step towards that direction. Generally, there was agreement about the importance of separating the MO-mandate from the core mandate of cinfo. While mainly the FOs benefit from the MO mandate, the whole sector benefits from cinfo's core mandate. The sustainability of cinfo's services comes down to their ability to recruit and train good people, as they will have an impact on the whole sector, as one interviewee stated. However, the sustainability of cinfo depends on the long-term funding by FOs, as cinfo could not function the same way without public funding.

The appreciations shared by cinfo experts underlined the importance of the cooperation with the federal authorities as their main partners.

#### 4.2 Assessment by federal offices with a focus on the MO-mandate

Five representatives of the federal offices were interviewed via videoconference. One interview was conducted with two persons at the same time. The interviews gave insights into the perspectives of the various federal offices, their priorities, and expectations. The most centrally discussed topic was the MO-mandate.

**Positive appreciation, pointing to a variety of communication channels:** Most representatives of the FOs appreciated cinfo as a centralised knowledge repository at the interface of the IC ecosystem and the federal administration. They commented the quality of cinfo's work as satisfactory and efficient and that their core tasks regarding information management make sense. Overall, interviewees also acknowledged that there is a complex organisational set up within the federal administration, which affects the communication and the cooperation between cinfo and FOs significantly. One interviewee argued that cinfo would often like to be more proactive but feels restricted due to ties to the FOs. Some

pointed to the fact that cinfo is only one of many stakeholders of FOs and therefore cannot be given a privileged approach.

**Difficulty to measure cinfo's impact on careers of Swiss in IC field:** The FOs acknowledge cinfo's support when it comes to recruiting young professionals (JPOs and UNYVs). Having the FO doing the job of cinfo, seemed unrealistic, according to several interviewees. Reasons given were twofold: cinfo already has established relationships with MOs and MDB. Moreover, there would not be enough resources available in the FOs to offer the same services. In general, good experiences have been made with the recruitment of UNYVs and JPOs via cinfo. However, some interviewees pointed out that key positions to be filled urgently are usually not handed over to cinfo. One interviewee underlined that the outsourcing of the recruitment service also leads to a loss of control regarding the selection process. When it comes to the impact of cinfo's HR support to the FO, interviewees pointed to the difficulty of measuring evidence. Several interviewees draw particular attention to the Forum cinfo, the bi-annual career event. On the same note, the difficulty to measure cost-efficiency of cinfo's services, particularly in relation to the *Präsenzförderung* has been mentioned. However, several interviewees argued they need evidence regarding the impact of cinfo's services and outreach activities, to justify the FOs' funding. One interviewee suggested that cinfo could ask for more feedback by the HR-offices of MOs and MDB to have some indication about its impact.

**Limited capacity to monitor individual career paths:** All interviewees agreed that the IC sector is an interesting and at the same time complex field of work. Good working conditions in Switzerland including high salaries, contrast with terms of IC positions abroad, which often are characterised by working precarities, such as instable security situations or weak social insurances. Furthermore, South-South cooperation and diversity has become more relevant for HR-management in IC. Thus, it has become increasingly challenging to recruit Swiss professionals for the IC sector. Switzerland would need a more assertive stance to position Swiss nationals in MOs to address these challenges. One person added that Switzerland is lacking a clear strategy when it comes to *Präsenzförderung*. Several interviewees underlined that this has direct consequences for the work of cinfo. After all, one interviewee argued, cinfo is embedded in a complex dynamic; therefore, their actions are limited to several external factors they cannot influence, as one interviewee argued. A stronger strategy of Switzerland would thus enhance cinfo's efforts. At the same time, some representatives expressed their wish for a more proactive approach by cinfo. In their view, cinfo should be more present at MOs and IFIs. One interviewee also suggested that cinfo could include the Swiss representations abroad more efficiently, for example by stationing cinfo personnel at representations such as Washington or New York. This would not only improve the comprehensiveness and visibility of cinfo's action but would also provide a better access to MOs.

The appreciation of cinfo by FO is positive. However, it seems unclear to the FO what expectations can realistically be placed on cinfo at outcome and impact level.

### 4.3 Assessment by representatives of UN and WBG

Interviews with representatives of clients and target groups provided insights regarding the overall assessment of cinfo's services from the perspective of UN and WBG HR offices, an important target group of cinfo. In total, three representatives of UNV, UNDP and the WBG were interviewed via videoconference. The questionnaire-based in-depth interviews lasted 45 to 60 minutes. A full list of the interview partners as well as the questionnaires can be found in annexes.

**Appreciation of cinfo and its core services:** The interviewees stated that cinfo's objectives are clear and in line with their activities. Their various instruments were said to be complementary and easy to access by target groups, as they are all centralised in one organisation. One interviewee argued that this translates into less administrative work and thus less costs for partner institutions of MOs. The interviewees particularly appreciated the networking- and community activities of cinfo. As such, the Forum cinfo was welcomed as an opportunity to reach out to a large array of younger and older talents. Other services, such as cinfo's research was said to be of less interest to the UN and WBG than to cinfo itself. The interviewees assessed the collaboration with cinfo as positive and effective.

**Experience with the UNYV and JPO Programmes:** The interviewees regarded cinfo as a competent partner to recruit and support UNYVs and JPOs. Cinfo is successful in recruiting young professionals. Cinfo organises exchanges between professionals that have been recruited in a cohort. This provides not only networking opportunities but also enables them to create a sense of belonging to a community. The Covid-19 pandemic posed a challenge for the two programmes since many placements were delayed due to travel restrictions. Consequently, the demand for cinfo's services and support increased. Despite this challenging and uncertain context, the interviewees agreed that cinfo handled the situation with flexibility and professionalism. The switch to an exclusively digital communication went smoothly. Some interviewees argued that cinfo could benefit from this momentum for the future and focus more on digital communication. Opinions regarding the sustainability of the two programmes differed. While one interviewee was convinced that the programmes were sustainable, which the interviewees mostly equated with retention rate, the two others argued that the retention rate was low. The reason for this being good working conditions in Switzerland. Both stated that it is important to complement the JPO programme with a strategy for recruiting younger individuals as UNVs, interns or consultants into the UN system. Thereby, youngsters already feel part of the UN when becoming JPOs, which could have a positive impact on the retention rate. Despite supporting the promotion of young talents through the UNV and the JPO programme, one interviewee questioned the cost-efficiency of them, while also admitting that it is hard to measure it.

**Imbalance between Swiss funding and Swiss representation:** Overall, the interviewees praised Switzerland's approach of creating cinfo. Thanks to its comprehensive approach, cinfo sets benchmarks and inspires other countries. Other countries with centres attached to their federal offices are Germany (BFIO-Büro *Führungskräfte zu Internationalen Organisationen*), France (*Délégation aux fonctionnaires internationaux*) or the Netherlands

(Nedworc Foundation by Nedworc). Still others outsourced headhunting to UNDP, whereas UNDP mostly uses LinkedIn, ImpactPool or Terra. Comparing Switzerland's representation at UN and WBG internationally, different experts detected an underrepresentation. In view of Switzerland's high funding of multilateral institutions, one interviewee argued that Switzerland and cinfo could be more assertive when it comes to placements of Swiss nationals in UN and WBG. Therefore, however, an official and coherent strategy by Switzerland and the Federal Department for Foreign Affairs would be key.

Representatives of UN and WBG provided an in-depth insight regarding the outside perspective on cinfo's services. Moreover, the interviews gave detailed descriptions about cinfo's service regarding the UNYV and the JPO programmes as well as an assessment of the representation of Switzerland through Swiss staff and cinfo in the IC sector.

#### 4.4 Assessment by members of Network cinfo and other clients

**Overview:** A short online survey was conducted to gather the perspectives of the currently 32 cinfo members – mostly NGOs, university institutes and research centers related to IC – as well as further key clients of cinfo such as other foundations active in the IC field. Main objective of the survey was to gain insights into clients' assessment of and satisfaction with cinfo's core services, meaning networking, information management and process development. The questionnaire was developed based on the experience and findings from the expert interviews.

All addresses were provided by cinfo: 102 representatives of the 33 members organisations and 41 representatives of 35 further clients were invited to participate in the survey. Of the total of 143 invited clients' representatives, 53 opened the survey, 31 completed it, 10 quit it at some point and 12 did not respond to any of the questions. Of the 41 responding to the first question, 37 or 90% are members of cinfo.

*Share of members of Network cinfo among participating clients*

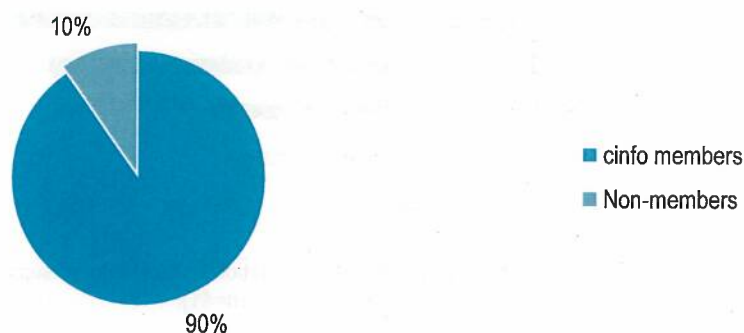


Figure 4 Share of members of Network cinfo among participating clients. Question: «Is your organisation member of the Network cinfo?» (n=41).

With 73%, by far the largest share of responding clients works for an INGO or NGO. 10% are employed by research or higher education institutions, 5% by private institutions and 2% work in the federal administration. Looking at the list of invitees, it comes with no

surprise that INGOs and NGOs make up the largest share. Of the 12 invitees working for a federal institution, however, only one person participated in the survey.

*Breakdown of clients by sector*

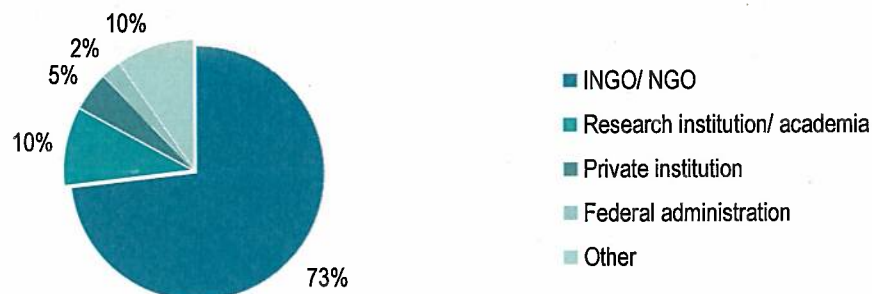


Figure 5 Breakdown of clients by sector. Question: «Please specify sector/ industry» (n=41).

**Networking and information highly appreciated:** According to the results of the online survey, it is especially the networking opportunities created by cinfo that appeal to institutional clients. More than a quarter of the respondents have already participated in a cinfo networking event – most at least at the Forum cinfo, several in networking groups and some at career fairs. More than every fifth person uses the information offer compiled and provided by cinfo. Many mentioned pecially the newsletter and the website, about a quarter stated to use the salary benchmark and some CinfoPoste. Almost as many clients said to make use of cinfo's recruitment services: Among them is only one non-member and all but three work for INGOs/NGOs. Group trainings are used by more than 15% of the respondents. Individual coaching seems to appeal less to institutional clients.

*Assessment of cinfo's support and service by members of Network cinfo and clients*

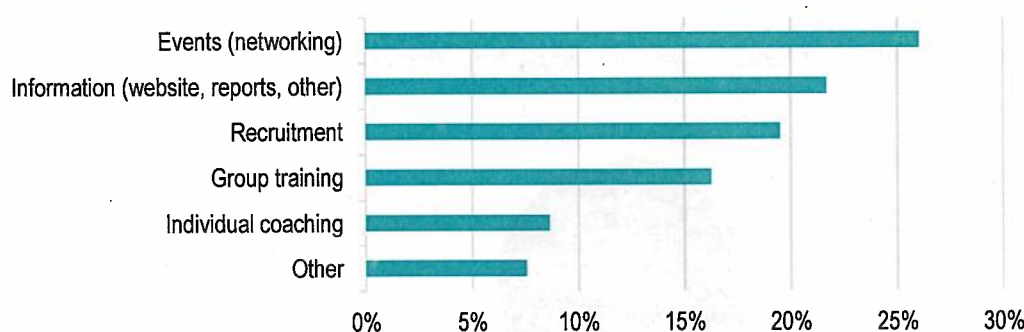


Figure 6 Clients' use of support / services. Question: « What type of support and/or services did you and your organisation receive from cinfo?» (n=41).

Overall, clients seem very satisfied with services received from cinfo. Half of the respondents described the quality of cinfo's services as satisfactory and 43% as rather satisfactory. Only 7% said the quality of services was rather unsatisfactory and not a single respondent described it as unsatisfactory.

*Assessment of quality of cinfo's support by members of Network cinfo and clients*

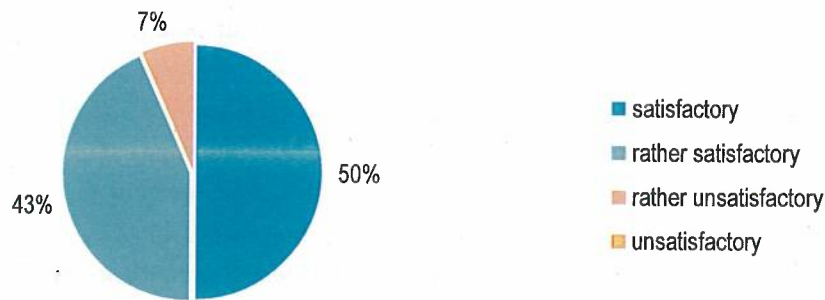


Figure 7 Clients' assessment of overall quality of cinfo's support. Question: «How do you assess the overall quality of cinfo's support?» (n=30).

**Overall satisfaction with cinfo's key services:** Satisfaction level with cinfo's counselling, coaching, and training was generally high with almost 60% being fully and about 25% being rather satisfied. It is also noticeable that cinfo's recruitment services have the lowest rate of full satisfaction, but by far the largest proportion of rather satisfied respondents. Points of criticism of cinfo's recruitment services were that the service quality was not always consistent and that the approaches were partly old-fashioned and not aligned with the trends. Furthermore, it must be noted that cinfo's research and knowledge management has concurrently the second highest rate of total satisfaction as well as the highest rates of total and rather dissatisfaction. There was criticism that the data provided by cinfo was difficult for the HR department to transfer to daily management and that the waiting times for results of studies conducted by cinfo were too long.

*Clients' satisfaction with cinfo's services by area*

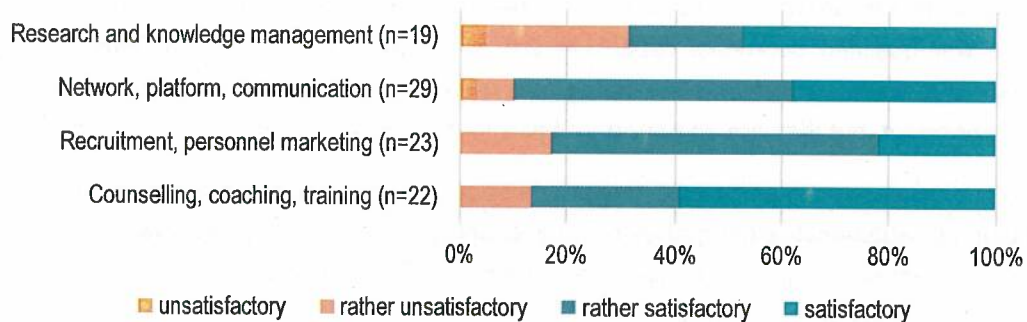


Figure 8 Clients' perception of objective achievement by area. Question: «To what extent are you satisfied with cinfo's services?»

**Strengths:** Respondents cited as strengths of cinfo the networking of organisations and professionals, the general expertise about the field and its job-specific requirements, as well as the specific knowledge about the IC network in Switzerland. cinfo has been able to establish itself as a hub, is well positioned and well known. The quality and commitment of cinfo's staff, who are well organised, were also highlighted several times. Few mentioned the trainings as a strength.

**Weaknesses**, on the other hand, according to some, are that cinfo is somewhat old-fashioned in certain areas and misses trends, especially in recruiting, and that the quality of its services are sometimes inconsistent. Some found that cinfo focuses too much on the international and too little on the local, especially when it comes to reach out to potential Swiss professionals for IC. Someone said, this is also reflected in the fact that English is the main language, which sometimes inhibits discussions. Furthermore, some said that cinfo sometimes has difficulty dealing with the different sizes and needs of its members. In this regard it was mentioned that some studies and information provided by cinfo seems to be more crucial for cinfo's own work than for work MOs which collect specific information on the IC field themselves. In terms of communication, some felt that cinfo should outline its mandate more clearly and be more proactive in drawing attention to its services – both to its members and especially to young people interested in IC.

**Opportunities:** According to the representatives of members and clients, a key opportunity for cinfo is that there is no comparable institution in Switzerland. Many NGOs in Switzerland are looking for a platform where they can exchange best practices and personnel issues, especially about social security, and connect with the federal authorities – cinfo can be such a platform. Other opportunities are the great relevance for exchange and networking in this field, as well as the fact that diversity and thus the well-planned, adequate promotion of particular groups is becoming increasingly important. Another opportunity for cinfo is that although the IC market is growing, there is an increasing lack of young people interested in a career in IC. cinfo has expertise to strengthen the promotion of young talents.

**Threats:** Among the most relevant threats, the respondents cited the large amount of information available and the shortage of time and dynamics in this field. Furthermore, the framework conditions and structures that guide cinfo's actions are rather rigid and thus make flexible adjustments to client needs difficult. cinfo is strongly dependent on national IC policy, that is, on whether the policy prioritises IC or not. Another threat is that more and more well-qualified personnel capacities are also available in the global South, which means that Swiss expertise is becoming less relevant. Smaller NGOs are also becoming less important, but they are an important basis for the Network cinfo.

The survey amongst members of Network cinfo and clients provided insights on the satisfaction of institutional target groups regarding cinfo's services. A key takeaway is that there is great diversity in the needs of members of Network cinfo and clients, which requires a wide range of products to satisfy everyone.

## 5 Assessment by job seeking individuals and IC professionals

### 5.1 Online survey – overview

The main objective of the survey was to assess the pertinence and relevance of cinfo's core services for its various stakeholders. These included representatives of UN and WBG. Additionally, the survey aimed at assessing the Swiss representation in global IC. The survey was therefore intended to provide information on the professional development of individuals as well as on their awareness of and satisfaction with cinfo's services and products. The following groups of people were invited to the survey.

Participant groups	Description
Previous participants of cinfo trainings:	Participants of cinfo trainings, consultations, or events between 2018 and 2019. This group makes up by far the largest share of the people invited to the survey. Here, cinfo served as a gatekeeper and sent the survey developed and analysed by econcept.
Previous Swiss UNYVs and JPOs	All previous Swiss representations in the UNYV programme (more than 100 people), all previous and all current representations in the JPO programme (around 80) as well as the two current representations at SARC were contacted. These were approached via SDC and PHRD.
Current Swiss representations in MO and MDB	The 76 current Swiss representations in MDBs were asked to take part in the survey, whereby the addresses came from SECO but econcept sent out the invitations.

Table 10 Participants of the online survey

**Invitations and response rate:** About 7000 individuals were invited to participate in the survey and a total of 547 invitees participated in the survey, which accounts for 8% of all individuals invited. The large number of addresses, the fact that people were not specifically selected for the survey based on certain characteristics and the fact that not all addresses are up to date led to a large scattering loss.

### 5.2 Description of respondents

**Gender:** The gender ratio among the respondents is rather balanced, as 54% identify as female, 45% as male and 1% as divers. In terms of age, the age group from 25 to 39 is predominant, accounting for 51% of all respondents.

**Age:** Respondents by the age of 40 to 54 make up the second largest share with 35%. Since mainly well-qualified persons are sought in IC, that cinfo therefore primarily addresses higher education graduates, that the average age of graduation in Switzerland is around 24 years and that chances on the labour market decrease considerably after the age of 55.

**Nationality:** Respondents by nationality underlines that cinfo is primarily addressing Swiss candidates – 81% of all respondents were Swiss; 3% were German and 2% French, whereas the rest is distributed among many other countries in Europe and beyond.

**Working positions:** Almost two thirds of all respondents stated that they were currently working in IC. Since the 2018-2019 cinfo cohorts make up by far the largest number of invitees, the proportion of respondents who have left the field of IC appears quite high at 19%. On the other hand, the proportion of people who have never worked in IC seems rather low, considering the number of applicants for many IC jobs.

*Share of participating individuals currently working in IC*

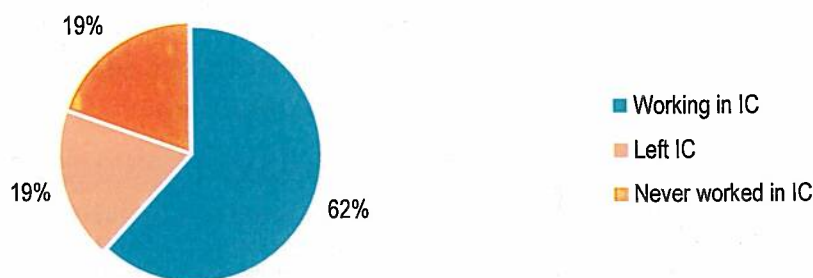


Figure 9 Share of participating individuals currently working in IC. Question: «Do you currently work in the IC field?» (n=338).

Of the 62% of respondents working in IC, one third works for INGOs or NGOs, which can cover a broad range of IC activities. 22% of respondents are currently employed by the UN and 13% by IFIs, meaning more than a third count as Swiss representatives at supranational IC-organisations. 11% of respondents work for the federal administration, most presumably at SDC or SECO. Of those who do not currently work in IC, however, the vast majority is employed in the non-profit sector. About one in five works in public administration, 14% in academia and 11% in the foundation sector. 10% work in the financial sector. Other represented occupational sectors are again mainly INGOs and NGOs, then the public health sector and, to a lesser extent, sports associations, or consultancy.

*Specification of employment in IC*

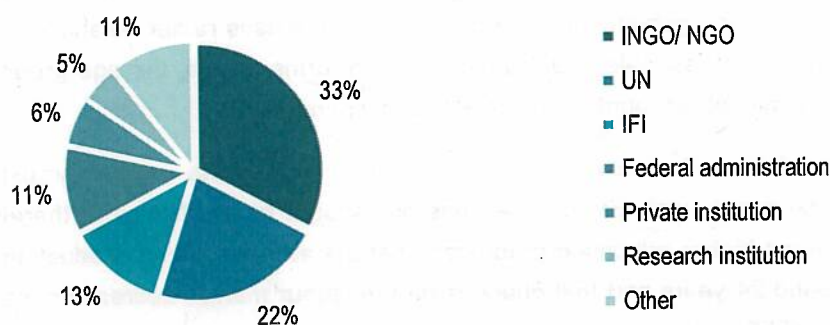


Figure 10 Specification of employment in IC. Question: «Please specify?» Filter: If respondent stated to be currently working in IC. (n=208).

*Specification of employment in industries/ sectors other than IC*

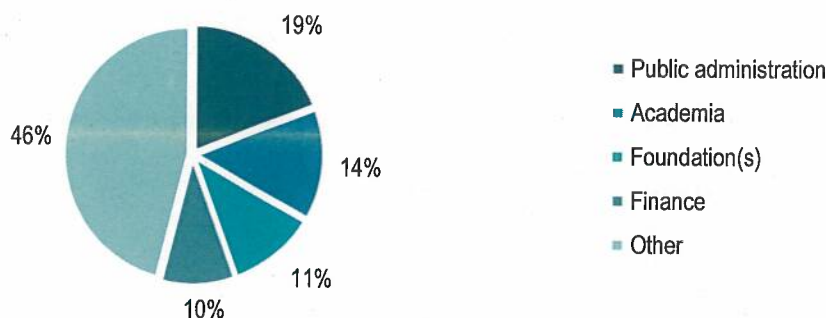


Figure 11 Specification of employment in industries/ sectors other than IC. Question: «Please specify industry/ sector?» Filter: If respondent stated to not be currently working in IC. (n=63).

Given the fact, that half of the respondents are between 25 and 39 years old, the distribution of the respondents' career levels appears to be as expected: 21% indicate to be junior level and 41% mid-level. The age of juniors ranges from 19 to 42, with about half being younger than 30. The age of mid-level respondents ranges from 22 to 42, but less than 10 % are under 30. Regarding the seniors the ages range from 26 to 82, with more than half being above 50.

*Career levels of participating individuals*

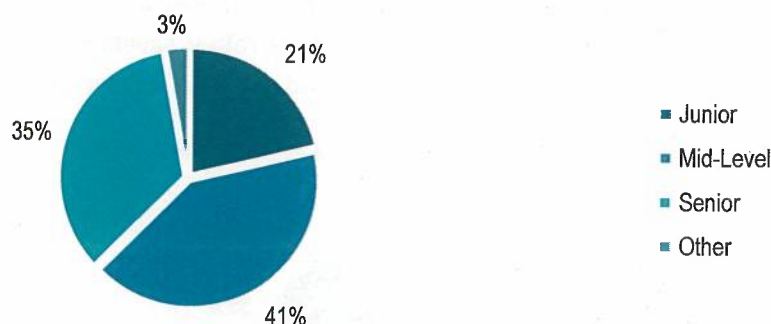


Figure 12 Career levels of participating individuals. Question: «Career Level» (n=63).

**5.3 Assessment of cinfo's services by participants of the online survey**

cinfo's most important service for individuals is providing information via their website, as almost half of all respondents make use of it. The fee-based and less low-threshold services and offers are used far less, whereby the usage rates are mostly between 7% and 14%, i.e., similarly high. Nevertheless, it is evident that individuals tend to be willing to pay primarily for individual and thus tailor-made consultations with experts or for participation in events that offer them efficient and personal access to a broad range of job-relevant contacts. The setting of group trainings is less appealing, especially if it involves the effort of commuting time. The utilisation rates of the three programme-oriented recruitments can probably be

explained by their specificity - they only appeal to individuals with the corresponding specific goal in mind.

*Individuals' use of cinfo's support and services*

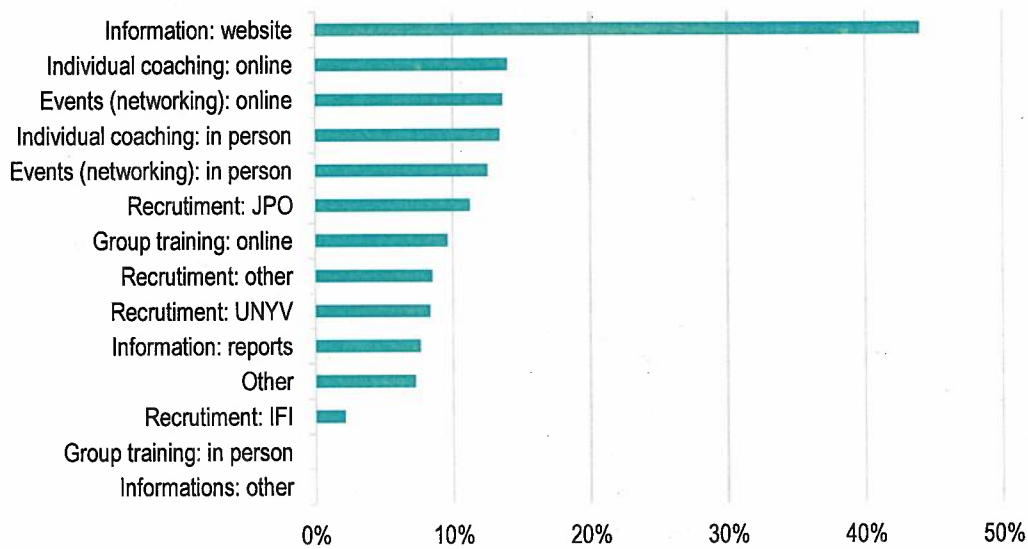


Figure 13 Individuals' use of support/ services by individuals. Question: «What kind of support and/or services did you receive from cinfo?»

Overall, respondents are satisfied with cinfo's services and products. More than a third rate them as fully satisfactory, 39% rate them as rather satisfactory. Only 19% and 6% found the services they received to be rather and not at all satisfactory, respectively.

*Individuals' assessment of overall quality of cinfo's support*

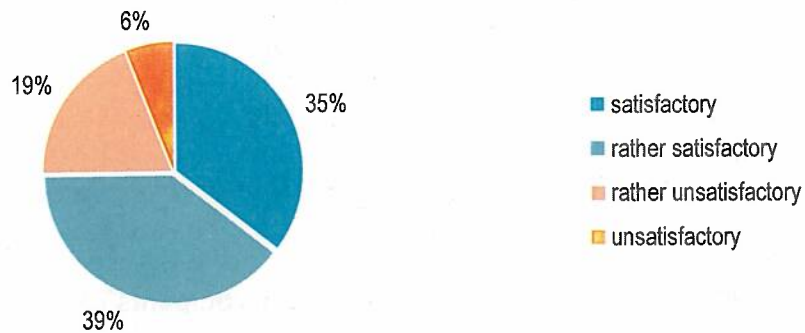


Figure 14 Individuals' assessment of overall quality of cinfo's support. Question: «How do you assess the overall quality of cinfo's support?» (n=302).

**Heterogeneous responses regarding significance of cinfo's service:** Despite their general satisfaction with cinfo's services, respondents are rather sceptical about their significance for their career path. In each of the four areas, about half are satisfied with the impact of cinfo's services on their career. On the other hand, half had hoped for more in each area.

It is to be noted that those who have left IC are more dissatisfied than the average in all four areas. The difference is most striking in recruiting, where 58% of those no longer

working in IC are completely dissatisfied. Those who had never worked in IC expressed above-average dissatisfaction especially regarding networking and information management. In the other two areas, they were in average range.

Several critical voices said that cinfo had no influence on career development; instead, personal commitment and one's own networking had been decisive. Furthermore, it was criticised that the offers were too expensive and that cinfo was not in a position to support those interested in IC in overcoming existing barriers to entry - such as the fact that graduates from elite universities are privileged. In addition, someone said that it was difficult to network at the Forum cinfo because all the activities were crammed into one day.

However, many also said that the information provided by cinfo was very good and important and that the support provided by cinfo staff had had a significant positive impact on their development. Someone appreciated that a coach from cinfo was so honest and realistic about his or her chances. But it was also discouraging, and this person would have liked a little more encouragement.

#### *Individuals' perception of significance for professional development*

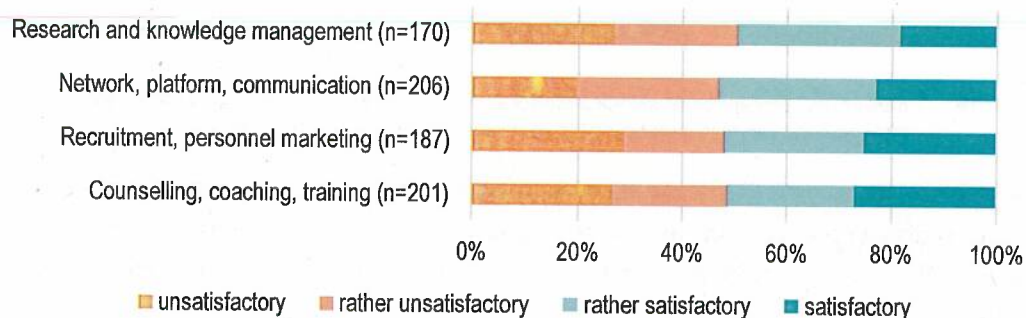


Figure 15 Individuals' perception of significance for professional development. Question: «To what extent were cinfo's support/ services significant for your professional development and career path in general?».

The respondents attribute a higher significance to the support from cinfo for their general professional development than regarding their current job. Again, dissatisfaction is highest among those who no longer work in IC: In each area, about two thirds said they were completely dissatisfied with cinfo's services; only between 4% and 12% of this group were completely satisfied. Among those who had never worked in IC, the percentage of those who were completely dissatisfied ranged from 41% to 54%. What stands out in this group, however, is that 41% were completely satisfied with the counselling. For example, one person stated that he or she was unsure of the direction he or she wanted to take and that cinfo helped him or her to sort out his or her thoughts - and to decide against a career in IC. In the other three areas, the percentage of completely satisfied people was between 13% and 15%. Among the group of respondents who are still working in IC, the distribution across the satisfaction levels is equal in the three areas, except for information management. More than one third were completely dissatisfied with cinfo's information management.

Again, several respondents said that it was not cinfo but their own commitment and personal network that had led to their current job. Especially those who have been working at IC for a longer time were of this opinion. Someone said he or she felt cinfo was generally not efficient in bringing recruiters and seekers together. Someone else said cinfo never responded to his or her request.

Many highlighted the job platform as useful. Even though some complained that the search and filter function could be improved, some found their current job through it. Someone also said that the personal coaching or mentoring was very helpful.

*Individuals' perception of significance for their current position*

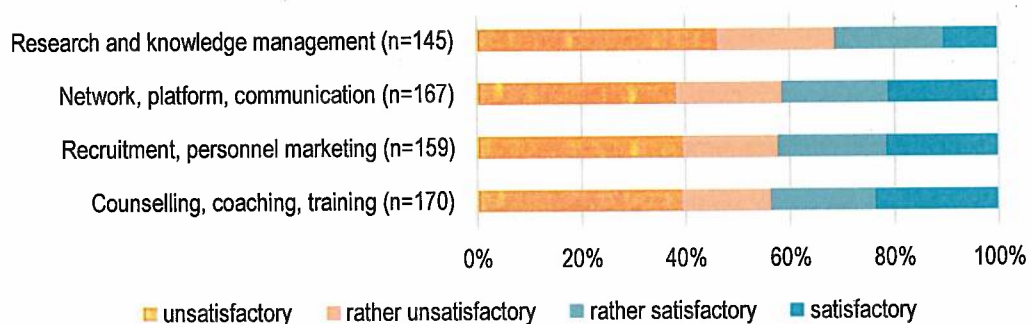


Figure 16 Individuals' perception of significance for current position. Question: «To what extent were cinfo's support/ services significant for your current position in particular?»

The survey among individuals provided an in-depth insight regarding individuals' expectations and presumed needs in view of their career goals in IC. It showed individuals' satisfaction with cinfo's services and, what part of their achievements or failures they attribute to cinfo.

## 6 Syntheses, Conclusions and Recommendations

### 6.1 Concluding findings to the evaluation questions

Based on the results of the various evaluation approaches, the following tables present short answers to the evaluation questions; more details can be found in the annexe A-2.

#### *Input and implementation: Answers regarding relevance and coherence*

1	Evaluation questions	Answers
1.1	To what extent were the objectives for cinfo formulated in a clear and measurable way (smart)?	The objectives of cinfo are formulated in a clear and measurable way. They are currently reflected in the Logframe/ Programm-monitoring 2020-2022. Some aspects, such as the direct impact on careers, remain hard to measure.
1.2	To what extent do HR management issues reflect the increasing importance of national experts for SDC and its partner organisations?	Hiring the right experts for positions in IC – specially in fragile contexts – is challenging. cinfo collects potential candidates in a talent pool (via cinfoPoste). In this way, only job seekers can be addressed. For more specific positions, FOs seem to be better positioned to reach out to potential candidates directly.
1.3	What are advantages and disadvantages of outsourcing tasks to cinfo?	Thanks to cinfo's comprehensive mandate and their extensive and centralised knowledge of the IC labour market, they can provide services that the federal administration could not provide to the same quality and extent.
1.4	What is the value added?	cinfo's centralised structure improves customer experience for different target groups, since they can access a comprehensive set of HR instruments and information services through one actor.
1.5	Is cinfo the best actor to fulfil these tasks?	cinfo is unique in offering IC HR services in such an encompassing manner.
1.6	To what extent is the institutional suspension effective and how constructive is the involvement of the FDFA DR?	The effectiveness of the institutional suspension is limited by communication hurdles between the FOs and cinfo as well as a lack of information/ awareness of each other's activities. To this date, the DR is not involved in cinfo's services, but this could be an interesting option for the future.
1.7	To what extent do cinfo's programs meet the strategic priorities and expectations of beneficiaries and contributors?	cinfo meets the priorities and expectations of the contributors and beneficiaries for the most part. However, there exists a disagreement about the achievement of the goal of <i>Präsenzförderung</i> and about the significance of cinfo's support for individual career paths. Some contributors expressed their doubts regarding the efficiency of cinfo's services on individual careers. To this, the evaluation responses that the direct impact of their support on individual careers is indeed hard to measure. Cinfo, in turn, refers to 57 individuals who successfully stayed in UN / WBG / IFI after their JPO assignment in the last years (no specification on time period after assignment available). Therefore, the retention rate for JPO is 60%. For UNYV the retention rate is 87% for two years after assignment as stated in the tracer study in 2014.
1.8	Is there another approach or strategy SDC and SECO should consider promoting HR management in IC or to increase Swiss staff representation in priority MOs?	A national strategy for Swiss staff representation in MOs could enhance cinfo's efforts. cinfo collects potential candidates in a talent pool. This approach has the disadvantage that only people who are looking for a job are addressed. Thus, for specific positions, FO seem to be better positioned to reach out to potential candidates directly and then direct them to cinfo's services, if desired.
1.9	Would there be alternatives to cinfo? For which tasks?	cinfo's approach offering a holistic approach to IC labour market is unique in Switzerland. There is no alternative to cinfo as a competence center in IC. Certain tasks such as leading recruitment processes, could be given to commercial HR-companies. However, they would not have the same knowledge repository about the IC landscape as cinfo.
1.10	What are approaches of other similarly sized/ same-minded donors in this regard relevant to Switzerland?	It's a mix of services integrated in public institutions (FRA and DEU), private actors (NED), or an outsourcing to UN organisations.
1.11	What lessons can be learned?	The Swiss approach is an in-between-solution in comparison to other countries.
1.12	Where does Switzerland stand compared to other countries when it comes to IFI staffing?	Not as present as other countries and not as assertive regarding the promotion of Swiss nationals in IFIs/WBG such as Scandinavian countries, for example.

Table 11 Answers regarding relevance and coherence conditions: input and implementation

**Output: Answers regarding efficiency and quality**

2	Evaluation questions	Answer
2.1	What kind of tools/instruments have been developed by cinfo?	A wide range of tools such as a job portal, talent pool, counselling offers, research, networking events, workshops, and training etc. has been developed.
2.2	Are synergies generated through these tools/instruments?	The four pillars of cinfo's services support each other and clearly generate synergies.
2.3	To what extent does cinfo incorporate new approaches (i.e. fit for fragility, localisation of aid or private sector mobilisation)?	cinfo incorporates new approaches such as fit for fragility, through workshops and trainings.
2.4	To what extent is there a compatibility of interventions of cinfo and DR in the HR management area?	There is a compatibility between the two agents since cinfo focuses mostly on positions for early career professionals and thereby discharges HR management in FOs.
2.5	To what extent are cinfo activities systematically and sufficiently aligned and complementary with strategic plans/ needs of DR, SECO and SDC partner organisations (PO)?	Their activities are mostly aligned with SDC's and SECO's strategic plans, but there is potential for more guidance. The DR's strategic plans/needs are not communicated to cinfo.
2.6	To what extent do the federal offices involved (SDC, and SECO and PHRD) work together synergistically?	The FOs do not speak with one voice when it comes to communication with cinfo. More synergies in terms of communication can be created, especially across different FOs involved and/or targeted by cinfo's services (eg. the FDFA's UN Division). It can be expected that after the internal restructuration process, the FOs will be able to find more synergies.
2.7	What impact did the Covid-19 situation have on cinfo's approaches?	The demand for cinfo's services increased during Covid-19.
2.8	What has been the response to the Covid-19 situation?	cinfo responded flexible to the Covid-19 situation, shifting most of the services online.
2.9	What lessons and recommendations can be derived from this?	Digital is here to stay and enables cinfo to better reach out to target groups abroad. At the same time, in-person interaction remains key, especially for networking purposes.

Table 12 Answers regarding efficiency and quality of output

**Outcomes and impact: Answers regarding effectiveness and sustainability**

3	Summative and formative evaluation	Answer
3.1	What kind of support did Swiss individuals currently employed in MDBs and UN (in particular those recruited in 2020) receive by cinfo?	Pre-departure workshop, regular check-ins during the period of employment (which is usually 2+2 years). After that, the contact becomes loose and it is difficult for cinfo to track the person's career path.
3.2	How do they assess the quality of the support?	They are positive and appreciate the close support by cinfo.
3.3	To what extent do the approaches and tools develop scale?	The outcome and impact of the different tools are not all equally measurable. Evidence collected in this evaluation shows that the tool with increasing importance and outreach is the job platform cinfoPoste as well as the information on the recently updated website. With regard to individual career development, the impact of a training or attending networking event is hard to measure.
3.4	What are facilitating factors?	Facilitating factors for a successful and sustainable career in IC are manifold. It is assumed that networks are more key than skills since there are many highly and equally qualified professionals on the IC market. Swiss professionals compete with candidates from across the globe.
3.5	To what extent are results used?	cinfo regularly assesses stakeholders', clients' and individuals' satisfaction with cinfo's approaches and tools to improve its offer.
3.6	To what extent does cinfo achieve its objectives as a center of excellence?	It achieves its objectives (cf. Logframe).
3.7	To what extent do cinfo's services meet the strategic priorities and expectations of beneficiaries and contributors?	Cinfo's services meets the strategic expectations of FO. The data collected shows that organisations and individuals are satisfied with cinfo's services.
3.8	To what extent are participants satisfied with cinfo's services?	Most participants are satisfied with cinfo's services.
3.10	To what extent are services provided in a cost-effective manner?	With regards to recruiting, cinfo runs a high number of interviews. Here, it is debatable if the number of interviews per position could be reduced. This also depends on the number of interview rounds and should be clarified with FOs.

3	Summative and formative evaluation	Answer
3.11	What is the cost-efficiency of each instrument?	The overall cost efficiency of recruitment instruments in terms of placing early career professionals in UN/WBG is good considering that candidates can be found and recruitments are successful. The efficiency of individual instruments cannot be identified because they reinforce each other. Doubts have been raised regarding the efficiency of certain instruments such as the Forum cinfo. IO and other potential employers in the IC field who are present in the career event stress the importance of this event to reach out to potential candidates. There are no direct applications traceable since the Forum cinfo is an event to network and circulate information; no active recruiting takes place. This would not be compliable with the highly formalised recruiting procedures of the employers.
3.12	Which instruments led to how many applications, and effective hiring?	The recruiting processes were always successful; either a candidate was recruited by cinfo or suggested by FOs. Also, the application rate for each position is high. Regarding Forum cinfo and other networking possibilities, the impact on effective hiring is hardly measurable.
3.13	To what extent does the cost-benefit ratio justify the continuation of the mandate to cinfo in principle?	The cost-benefit ratio analysis has to be considered in cinfo's contextual reality. As a competence center, cinfo provides key information and services on the IC labour market.
3.14	Does the initial experience with United Nations Youth Volunteers suggest that this modality should be continued for the World Bank?	Yes. cinfo substantially supports FO's HR processes by preselecting candidates. Moreover, organisations as well as individuals are satisfied with the process. The latter appreciate cinfo's support in terms of community building during their employment. Since the answers were anonymised, it is not possible to filter answers from persons with WBG experience. However, it can be referred to some critical voices by individuals and experts saying that cinfo is not well equipped when it comes to support professionals who aspire a career in IFI/ WBG and that cinfo seems to be qualified more in the humanitarian field (UN, NGOs). This impression is backed up by the evaluation. In this sense, the question regarding the continuation of the UNYV modality cannot be answered clearly. The evaluators suggest a specific study focusing on the WBG.

Table 13 Answers regarding effectiveness and sustainability of Outcomes and Impact

## 6.2 SWOT-Analysis for cinfo

The following table shows the main strengths, weaknesses, opportunities, and threats for cinfo. The findings are based on the evaluation including data and documentation, expert interviews, surveys addressing individuals and members of the Network cinfo.

Strengths	Weaknesses
<p><b>Positioning:</b> As a competence center dedicated to supporting professionals looking for a job in IC and financed to a large extent by FO, cinfo is unique in Switzerland and beyond.</p> <p><b>Single point of contact:</b> Professionals, FO, MOs, members of cinfo's network and other clients benefit from a single point of contact and from centralised information.</p> <p><b>Quality:</b> cinfo's structures and processes are highly professional. Coaches, counsellors as well as cinfo's staff in general are committed and have profound experience of IC and job requirements in IC. The long-term engagement of cinfo's staff guarantees institutional memory.</p> <p><b>Satisfaction:</b> There is a high level of satisfaction regarding services offered by cinfo among target groups and clients.</p>	<p><b>Contact platform or headhunting:</b> cinfo's mandates are broad addressing heterogeneous target groups. Thereby, priorities of cinfo are not always clear to all stakeholders. It is unclear whether cinfo is primarily intended to be a contact point for interested parties or a headhunting organisation. A clear strategy regarding <i>Präsenzförderung</i> on behalf of FO is lacking. Moreover, cinfo is rather a contact point for those seeking support than a central mediator between stakeholders and information.</p> <p><b>Communication with FO:</b> Communication between cinfo and FO is insufficient and mutual expectations are not always clear and coherent. This can lead to frustrations on both sides. Communication is additionally hampered by rotation processes within the FDFA.</p>

Table 14 cinfo – strengths and weaknesses, opportunities, and threats

Opportunities	Threats
<p><b>Positioning:</b> The unique position of cinfo is a key opportunity. Moreover, many NGOs in Switzerland are looking for a platform where they can exchange best practices and personnel issues, especially about social security, and connect with the federal authorities – cinfo can be such a platform.</p> <p><b>Relevance:</b> There is a great relevance for exchange and networking in this field. Moreover, diversity and thus the well-planned, adequate promotion of particular groups is becoming increasingly important.</p> <p><b>Needs:</b> Although the IC market is growing, there is an increasing lack of young people interested in a career in IC. cinfo has expertise to strengthen the promotion of young talents.</p>	<p><b>Dependencies:</b> cinfo depends on the financial support of FO – despite of increasing number of paying clients. Furthermore, framework conditions and structures that guide cinfo's actions are rather rigid and thus make flexible adjustments to client needs difficult. cinfo is strongly dependent on national IC policy.</p> <p><b>Dynamics:</b> There is a large amount of information available and the shortage of time and dynamics in this field.</p> <p><b>Expertise beyond CH:</b> Another threat is that more and more well-qualified personnel capacities are also available in the global South, which means that Swiss expertise is becoming less relevant. Smaller NGOs are also becoming less important, but they are an important basis for the Network cinfo.</p>

Table 15. cinfo – strengths and weaknesses, opportunities, and threats

### 6.3 Conclusions and recommendations

**Conclusions:** Based on the evidence collected in the evaluation, the following main conclusions can be presented as follows.

1. **Added value for Switzerland:** cinfo's services offering a holistic approach to IC labour market are unique in Switzerland and beyond. cinfo's services address its twofold mandate and are structured according to its two mandates and four pillars: Basics and trends / Career and Learning Processes / Merging People and Jobs / Information and Networking. One of cinfo's core tasks is to collect information on the IC labour market in a comprehensive way. cinfo uses this information to build up a profound knowledge based on long-term evidence and to support its services in the other three pillars. Thus, cinfo offers added values both to individuals looking for a job in IC as well as to FO and other clients. With its unique position and its four interlinking pillars, cinfo creates synergies to an extent that goes beyond what HR-departments in public administrations could achieve.
2. **Cost/benefit-ratio:** The cost/benefit-ratio of FO's contributions to cinfo cannot be quantified since important elements of the benefits offered by cinfo cannot be measured and quantified, as already underlined by the evaluation 2011. This applies particularly to the contribution of cinfo's support to an actual employment in IC and to a career development. Nevertheless, the following elements contribute to identifying the benefit of cinfo for individuals as well as for FO.
  - cinfo's comprehensive approach with two distinct mandates and four interlinking pillars has proven to be a particular asset of the support offered by cinfo.
  - The combination and synergies of these pillars could not be offered without the financial support from FO.
  - Thus, the added value of cinfo to Switzerland is based on its combined mandates and approaches as well as on the financial contribution of FO.
3. **Alternatives to cinfo?** Hiring the right experts for positions in IC is challenging. cinfo collects potential candidates in a talent pool. This approach has a disadvantage in that only people who are actually looking for a job are addressed. Thus, for specific positions, FO seem to be better positioned to reach out to potential candidates directly. However, an (re-) integration of cinfo's tasks into the Federal Administration would result in a portfolio that goes beyond the usual competences of an internal HR department. In addition, the option of different FO accessing cinfo's services and thus, creating synergies regarding the use of cinfo's knowledge and competences, would no longer be available. On the other hand, certain tasks such as recruitment processes, could be outsourced to commercial HR-companies. However, such companies don't have the same knowledge repository regarding the IC landscape as cinfo and thus may not deliver the same quality. Moreover, such a solution would not reduce costs, since services offered by commercial HR-companies are expensive.

**Recommendations:** Based on these main conclusions the evaluation team would not propose a disruptive strategy but rather a strategy of further developing services offered by cinfo as well as the cooperation of FO and cinfo in view of strengthening Switzerland's position in IC. Thus, the following recommendations focus on benefitting even better from the potential of cinfo.

4. **Creating a Swiss strategy towards MO mandate:** Regarding the increased presence for young and mid-career professionals in IC, a Swiss strategy could be successful. Thereby, Switzerland could learn from other countries, where local labour market conditions and the number of highly skilled professionals ready for a position in IC are comparable to Switzerland. Switzerland relies on intrinsic motivation of people working in IC and does not set many incentives. For example, Switzerland has so far failed to create clarity and security in matters of pensions and unemployment insurance. Moreover, developing such a strategy could contribute to a discourse regarding the presence of Swiss nationals in UN and WBG and corresponding ambitions.
5. **Clarifying expectations regarding MO mandate:** There is a need to clarify expectations in terms of what cinfo can achieve – especially when it comes to the long-term impact of cinfo's work in the MO mandate. Aligning goals, options and limitations could clarify mutual expectations of cinfo and FO. It seems beneficial to align the perspectives of FO side on an operational level, too. Evidence collected in this evaluation also points to the necessity that information regarding cinfo's services must be accessible within different players inside FO.
6. **Strengthening communication channels:** Several bodies within FO coordinate their policies and communicate with cinfo, the FDFA's UN division is missing though. It is recommendable to create one focal point where relations of FO with cinfo is coordinated and discussed on a strategic level. At the same time, cinfo could be more proactive towards FO – and vice-versa while always keeping in mind that the other side has multiple stakeholders. One or two annual meetings could help to improve communication.
7. **Proactively creating a focal point for job seeking individuals beyond IC:** Data suggest that cinfo reaches out to individuals who are already interested in a job in IC. To respond to current challenges, it might be interesting to reach out to other potential candidates. Such experts would have to be addressed specifically. Increased target group-specific visibility and presence at relevant venues (universities, job fairs, etc.) would enable such a targeted approach and attraction of candidates who meet the diverse requirements of IC.
8. **Strengthening career monitoring:** Measuring the achievement of objectives is becoming more and more relevant, but the impact of cinfo offers on participants' careers is difficult to ascertain, as success in the IC labour market depends on a variety of aspects. However, cinfo could reinforce its' monitoring activities to be able to underline its outcomes and impacts. To provide a long-term picture regarding career paths of JPOs and UNVY posted through cinfo, FO could ask cinfo to collect the corresponding

data on a long-term basis. The accessibility of people over the years might be challenging since individuals must share their personal contacts. This data collection depends on the individuals' cooperation. It is recommendable to clarify the purpose and the addressees of such information. A promising path is to foster working relationships with MOs and MDB in New York and Washington and to rely on the staff in FO who have already established contacts.

9. **Digitalisation:** The trend towards digitalisation has been reinforced by Covid-19. cinfo can benefit from this trend and continue to build on its online presence – also to reach out to professionals in IC beyond Switzerland. This approach can be aligned with cinfo's core mandate.

# Annex

## A-1 Impact model cinfo 2013-2021

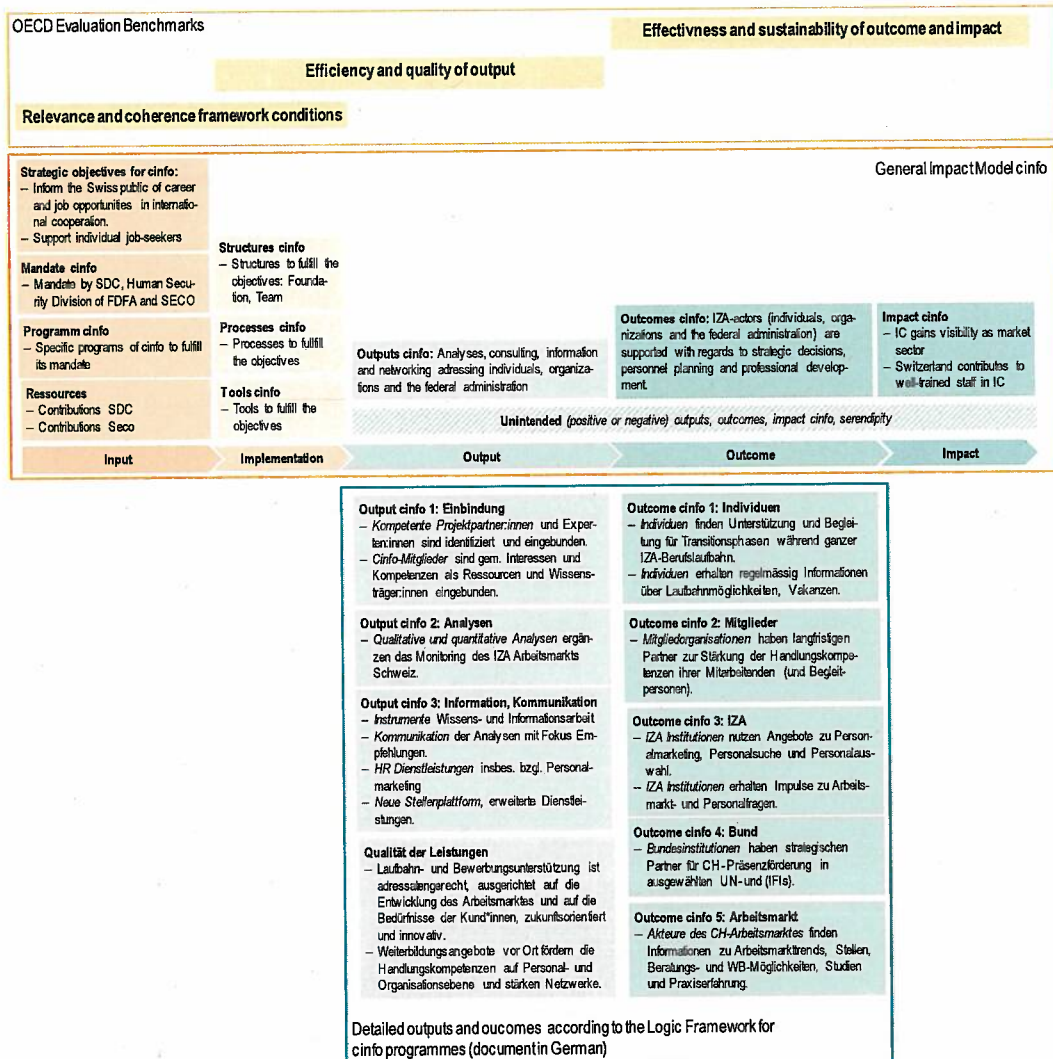


Figure 17 Impact model cinfo 2013-2021<sup>9</sup>

<sup>9</sup> The impact model includes the outputs and incomes according to the Logic Framework for cinfo programs we received with the call for offer. For reasons of transparency and traceability this has not been translated to English.

## A-2 Main takeaways from different groups

### Main takeaways from interviews with key actors

#### Overall positive appreciation of cinfo's core mandate

- cinfo is the only competence center for IC labour field in Switzerland
- Core services are almost unquestioned and interlinked

#### Challenges for the cooperation between cinfo and the FOs

- Heterogeneous views on cinfo's services due to different experiences and temporalities
- Different weighting of mandate priorities (core mandate vs. MO-mandate)
- Cluster risk: cinfo's sustainability depends on the FOs' funding

#### There is a call for...

- A broader discussion on the role of cinfo and regular (short) reports on behalf of FO
- More strategic guidance and communication from FOs, particularly regarding the MO mandate
- Regular and hands-on exchange between Federal offices and cinfo beyond directorate level and also including DR and Swiss representations
- Stronger presence from cinfo at MOs and IFIs
- Headhunting

Table 16 Main takeaways from interviews with key actors

### Main takeaways from interviews with clients and target groups

#### cinfo meets its objectives

- Serves as a competence centre for IC
- Objectives are clear and match with their activities
- People recruited by cinfo feel well taken care of, cinfo support enhances the sense of belonging to IC community
- Centralised institution means reduction of administrative workload for target groups, however also loss of control and openness towards potential candidates
- Imbalance between Swiss representation at MOs and IFIs and Swiss funding

#### There is a call for...

- More collaboration with educational institutions (e.g. NADEL) to identify new talents
- Better outreach to younger and middle-aged individuals interested in working in IC
- Strategically showcasing cinfo as a best practice and as Swiss flagship

Table 17 Key takeaways from interviews with clients and target groups

### Main takeaways from survey with members of Network cinfo and other clients

#### cinfo and its services

- Not all services are equally crucial to members of Network cinfo and organisations.
- Overall, members of Network cinfo and clients are satisfied with cinfo's services.
- There is a need for networking in IC, and cinfo is able to provide the appropriate spaces.
- There is a need for a hub that provides easily accessible information and benchmarking studies related to IC, however, cinfo's presentation of information is not always customer oriented.

#### There is a call for...

- Weighing up the costs and benefits of the various services and the effects of narrowing down the target groups and focusing more on their particular needs.
- Addressing local staff (through language)
- Clear positioning of cinfo and its USP
- Analysing global trends in recruiting
- Pursue and further develop digitalisation
- Promoting diversity and inspiring young talents

Table 18 Main takeaways from interviews with members of Network cinfo and other clients

**Main takeaways from online survey with individuals****cinfo's services**

- Realistic consulting.
- Causal links between career guidance and career path are difficult to trace and evaluate.
- cinfo prioritises people who they consider to be high potentials without objectively comprehensible justifications.
- There is a great demand for freely and easily accessible information, networking opportunities and individualised coaching.
- The general opinion is that professional successes are first and foremost personal achievements.

**There is a call for...**

- More follow-up and free coaching.
- Better communication of cinfo's mandate and cinfo's impact/ achievements.
- More transparency in terms of recruiting processes.
- Measurable goals regarding the target group of individuals.

Table 19 Main takeaways from online survey with individuals

### A-3 Data and documents analysed

Documents	Phase Impact Model
<b>Conceptual documents</b>	
<b>Contractual basis</b> EDA Vertrag mit cinfo 2020-22 (2019) EDA Vertrag mit cinfo, Annex 4 (2021) Richtlinien für die Partnergespräche zwischen den Ämtern und cinfo in Bezug auf den Kernbeitrag 2020-2022 an cinfo	Input
<b>Strategic documents</b> cinfo Programmdokument 2020-2022 cinfo Strategie 2022 Presentation cinfo (December 2021) cinfo Logframe/ Programmmonitoring 2020-22 (2019)	Input/Implementation
<b>Ressources</b> cinfo Budget 2020-22 cinfo, Übersicht Beiträge 2020-22 (incl. Arbeitsmarktstudie) Organigram cinfo Organigram FDFA Organigram SDC Organigram SECO	Input/Implementation
<b>Performance</b>	
<b>Annual reporting</b> cinfo annual reports 2015-2021 (public version) cinfo annual reports 2015-2021 (internal reporting) cinfo annual accounts 2017-2021	Output/Outcome
<b>Communication</b> Internal reporting regarding overall data (e.g. numbers of clicks on cinfo poste, number of downloads of reports, number of profiles etc. ) 2015-2016 Internal reporting regarding overall data (e.g. numbers of clicks on cinfo poste, number of downloads of reports, number of profiles etc. ) 2017-2020	Output/Outcome
<b>Services</b> cinfo's internal reports on services, coaching sessions, and events (number of coaching, evaluation templates and results) (amount of sessions already available for years 2015-2016 from annual report) If available, reporting on member organisations cinfo network and other, form of cooperation, an example contract, etc.	Output/Outcome
<b>Publications</b> cinfo publications according to availability on cinfo's website	Output/Outcome
<b>External Evaluations</b>	
Auffüstung bisheriger Evaluationen 1990-2019	Outcome
Ein Jahrzehnt cinfo 1990-2001: Ergebnisse und Perspektiven (2002)	Outcome
Review des cinfo-Leistungspackets Internationale Organisationen, King Zollinger & Co und David Winiger, März 2011	Outcome
Schlussbericht Externe Evaluation Institutionelle Partnerschaft DEZA-cinfo 2012-13, KEK CDC Consultants (October 2013)	Outcome
Presentation External Evaluation of SDC's and SECO's measures taken to strengthen the Swiss presence in Priority Multilateral Organisations 2012-2018, Zehra Kačapor-Džihic	Outcome
External Evaluation of SDC's and SECO's measures taken to strengthen the Swiss presence in Priority Multilateral Organisations 2012-18, Evaluation Report, Zehra Kačapor-Džihic, (May 2019)	Outcome

Table 20 List of analysed document and data

### A-4 Graphs to chapter 2.2 merging people and jobs

The following illustrations show the number of JPO-positions funded by SDC, SECO and PHRD. The high number of applications underlines the outreach of cinfoPoste, cinfo's job advertisement platform as well as the interest of young people to work in IC.<sup>10</sup>

*Positions funded by SDC incl. applications and interviews*

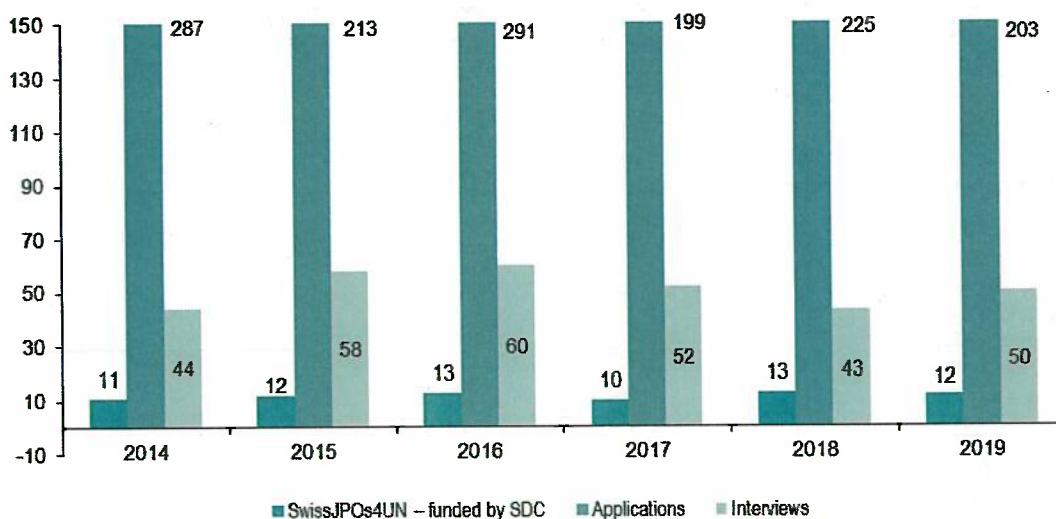


Figure 18 Positions funded by SDC incl. applications and interviews

*Positions funded by SECO incl. applications and interviews*

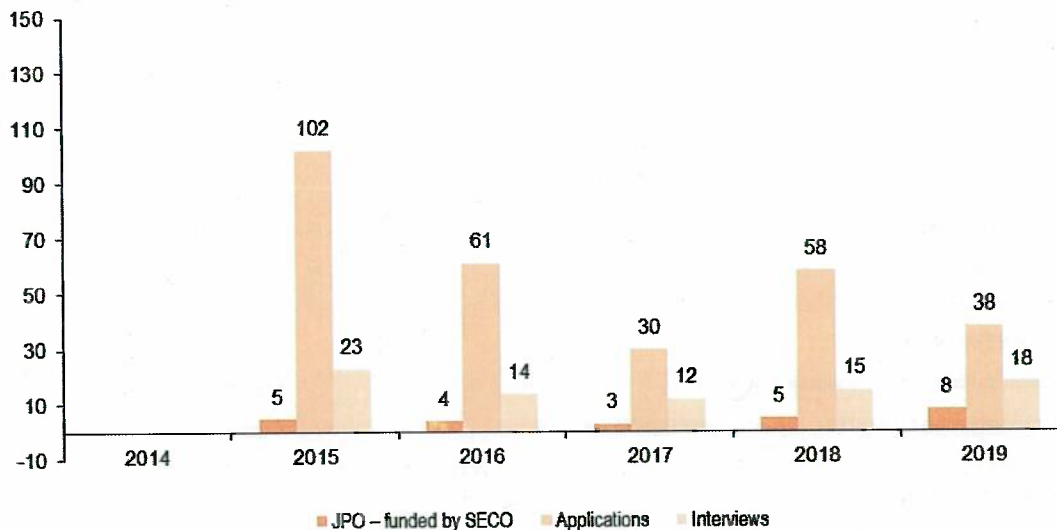


Figure 19 Positions funded by SECO incl. applications and interviews

<sup>10</sup> The costs for each position could not be assessed through document analysis.

*Positions funded by PHRD incl. applications and interviews*

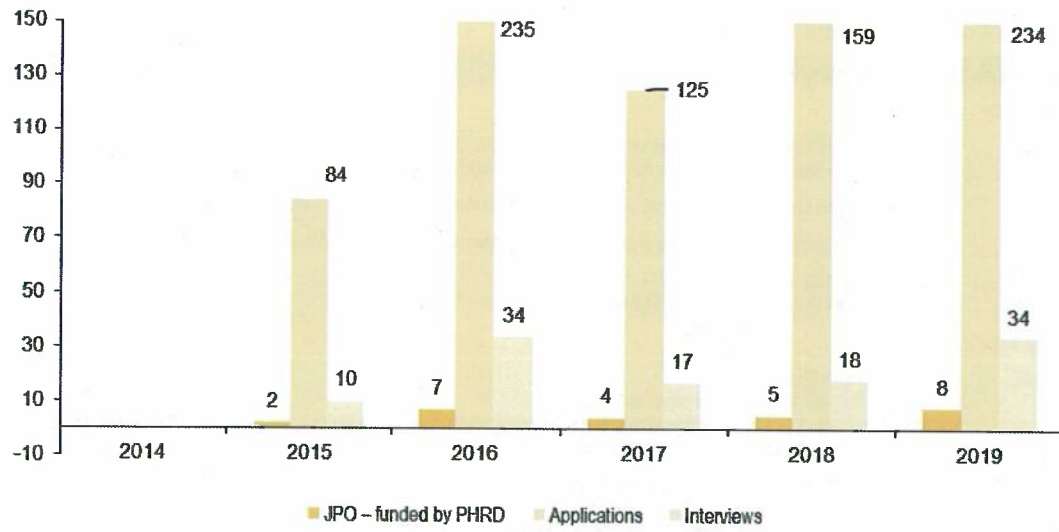


Figure 20 Positions funded by PHRD incl. applications and interviews

The following graph shows the number of UNYV positions in total.

*Total positions funded for the UNYV programme incl. applications and interviews*

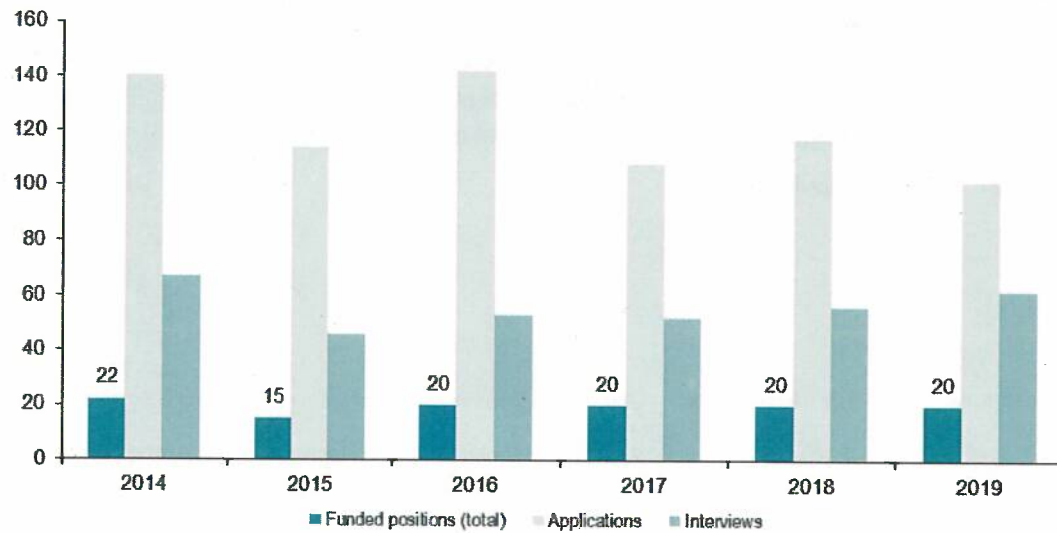


Figure 21 Total positions funded for the UNYV programme incl. applications and interviews

## A-5 Interview partners

The following persons have been interviewed.

Organisation	Name, Position
<i>Key actor I: Federal offices</i>	
SDC	<ul style="list-style-type: none"> <li>– Natalie Kohli, Head Institutional Partnership Divisions</li> <li>– Eliane Kiener, Deputy Head of Division Global Institutions</li> <li>– Philippe Besson, Ancien Chef de la Division Multilatérale au Domaine Aide humanitaire CSA de la DDC</li> <li>– Özge Aydogan, Policy Advisor and Programme Manager, Multilateral Affairs, Global Institutions Division</li> </ul>
SECO	<ul style="list-style-type: none"> <li>– Jürg Schneider, Head EBRD</li> <li>– Stefan Denzler, Deputy Head EBRD</li> </ul>
<i>Key actor II: cinfo</i>	
cinfo	<p><b>Lead and Management</b></p> <ul style="list-style-type: none"> <li>– Lisa Isler, Director and Head of IC Careers</li> <li>– Urs Stauffer, Head HR Marketing &amp; Recruitment and Deputy Director or Nora Landheer, Senior HR Advisor (team «recruitment and personnel marketing»)</li> </ul> <p><b>Team «Counselling, coaching training»</b></p> <ul style="list-style-type: none"> <li>– Beat Geiser, Senior Advisor and Trainer</li> <li>– Shazia Islamshah, Senior Advisor and Trainer</li> <li>– Nora Landheer, Senior HR Advisor</li> <li>– Natal Donnalioia, Senior HR Advisor</li> </ul> <p><b>Team «Network communication, knowledge management»:</b></p> <ul style="list-style-type: none"> <li>– Irenka Krone-Germann, Co-Head</li> <li>– Nina Prochazka, Co-Head</li> </ul> <p><b>Foundation</b></p> <ul style="list-style-type: none"> <li>– Christine Beerli-Kopp, President Foundation Board</li> </ul>
<i>Representatives of UN, WBG and IFIs</i>	
UNV	– Geraldine Becchi, Partnership Development Specialist
UNDP	– Jean-Luc Marcelin, UNDP, Partnerships and Talent Acquisition
WBG	– Dominique Favre, Alternate Executive Director, World Bank

Table 21 List of interviewees

## A-6 Questionnaires for expert interviews

**Generic questionnaire for expert interviews cinfo:** Please note that the assessment of representatives of cinfo was guaranteed via explorative interviews and then, in a second step, in in-depth expert interviews with several team members. This is a generic questionnaire. The questions were adapted according to the specific expertise of the interviewees and clustered in four groups: strategy and lead; recruitment, coaching and counselling, information and network; foundation.

### External Evaluation of SDC's and SECO's contributions to the Competence Center cinfo 2013-2021: Guideline for in-depth expert interviews

*Interviewer thanks interviewees for participating in the explorative interview and explains the interview setting.*

#### Introduction

- 1 Please introduce yourself by describing your role(s) and how you engage/are involved with cinfo.

#### Switzerland and the IC landscape

- 2 Where does Switzerland stand in comparison to other countries when it comes to IC staffing?
- 3 Are you aware of centers of competence in other countries that provide services similar to cinfo?

#### Objectives and organisational set-up

- 4 The **objectives** formulated in the current 2020-22 mandate addressed cinfo's mission to provide analyses, consultation, information, and networking for the federal administration as well as organisations and individuals working in IC.
  - How do you assess the objectives in terms of clarity and measurability?
  - In view of the renewal of the contract, is there a necessity to adjust the objectives?
- 5 How do you assess cinfo's organisational structure in view of fulfilling the mandate (basic mandate and MO mandate) of SDC and SECO in the best possible way?
  - 5.1 How do you assess cinfo's services and interventions in terms of
    - their compatibility with federal HR management?
    - cost-efficiency, effective hiring, other?
    - services in the field of people development and organisational development?
  - 5.2 To what extent could other organisational structures and/or forms of cooperation with cinfo improve the fulfilling of its mandate?

### Services and programmes

- 9 How do you assess cinfo's cooperation and/or interaction with beneficiaries, contributors, participants in terms of constructiveness, effectiveness, and synergy utilization?
- 9.1 How do federal agencies and members communicate their strategic priorities and expectations to cinfo?
- 9.2 How do you assess the collaboration between them and cinfo?
- 10 How do you assess the overall quality of cinfo's services in terms of its objectives for the different tasks?
- counselling; coaching; training
  - recruitment, personnel marketing
  - network, platform, communication
  - research and knowledge management on IC labour market
- 11 How do you assess the experience you've had with programmes to recruit Swiss professionals, specifically focusing on Junior Professional Officers and United Nations Youth Volunteers, via cinfo?

### Impact and sustainability

- 12 How do you assess the sustainability of cinfo's activities...
- in relation to the target groups (partner organisations, participants)?
  - In relation to the counterparties of the federal administration in IC (such as MDBs/IOs and INGOs)?
  - at the systemic level?
- 13 Which factors strengthen or weaken the long-term sustainability of cinfo's activities?
- 14 To what extent would cinfo's impact persist if SDC and SECO discontinued their support?
- 15 What impact did the Covid-19 situation have on cinfo's services and approaches in terms of quality and efficiency? What lessons and recommendations can cinfo and its stakeholders derive from the ongoing pandemic?

### Conclusion

- 16 Considering what has been said above, what are cinfo's biggest challenges and opportunities as a center of competence in IC?
- 17 How do you picture the competence center cinfo in the future?
- 18 Are there any other aspects, thoughts, or observations you would like to share with us for the ongoing evaluation?

*Thank you for your participation.*

**Generic questionnaire for expert interviews federal offices and clients:** Please note that the assessment of representatives of the federal offices and clients (UN organisations, WBG) was guaranteed via explorative interviews and then, in a second step, in in-depth expert interviews. This is a generic questionnaire.

### **Evaluation External Evaluation of SDC's and SECO's contributions to the Competence Center cinfo 2013-2021: Guideline for in-depth expert interviews**

*Interviewer thanks interviewee for participating in the explorative interview and explains the interview setting.*

#### **Introduction**

- 1 Please introduce yourself by describing your role(s) and how you engage/are involved with cinfo.

#### **Switzerland and the IC landscape**

- 2 Where does Switzerland stand in comparison to other countries when it comes to IC staffing?
- 3 What are approaches of other similarly sized/ same-minded countries in this regard relevant to Switzerland? What lessons can be learned from them?

#### **Objectives and organisational set-up**

- 4 What are, specifically speaking, current challenges and opportunities in IC from the perspectives of the following stakeholders and how can cinfo respond to them:
  - Federal agencies (FDFA-DR, SDC, SECO)?
  - Members of cinfo?
  - Employers (IOs, NGOs)?
  - Professionals?
  - Others?
- 5 The objectives formulated in the current 2020-22 mandate addressed cinfo's mission to provide analyses, consultation, information and networking for the federal administration as well as organisations and individuals working in IC. How do you assess the objectives in terms of clarity and measurability? In view of the renewal of the contract, is there a necessity to adjust the objectives?
- 6 What do you see as the advantages and disadvantages of outsourcing different tasks to cinfo?
  - counselling; coaching; training
  - recruitment, personnel marketing
  - network, platform, communication
  - research and knowledge management on IC labour market

7 How do you assess cinfo's organisational structure in view of fulfilling the mandate (basic mandate and MO mandate) of SDC and SECO in the best possible way?

7.1 How do you assess cinfo's services and interventions in terms of

- their compatibility with federal HR management?
- cost-efficiency, effective hiring, other?
- workload in the recruitment process?
- services in the field of people development and organisational development?

7.2 To what extent could other organisational structures and/or forms of cooperation with cinfo improve the fulfilling of its mandate?

8 Do you know about organisations outside of Switzerland that offer similar services as cinfo? If so, could you elaborate on their funding and approaches?

### Services and programmes

9 How do you assess cinfo's cooperation and/or interaction with beneficiaries, contributors, participants in terms of constructiveness, effectiveness, and synergy utilization?

9.1 How do federal agencies and members communicate their strategic priorities and expectations to cinfo?

10 How do you assess the overall quality of cinfo's services in terms of its objectives?

10.1 Could you describe the services developed by cinfo to contribute to well-trained staff in IC?

10.2 What kind of support did Swiss individuals currently employed in MDBs (in particular those recruited in 2020) receive by cinfo?

10.3 What better approach or strategy can you imagine for SDC and SECO to promote HR management in IC or to increase Swiss staff representation in priority MOs?

11 How do you assess the experience you've had with programmes to recruit Swiss professionals, specifically focusing on Junior Professional Officers and United Nations Youth Volunteers, via cinfo?

### Impact and sustainability

12 How do you assess the sustainability of cinfo's activities...

- in relation to the target groups (partner organisations, participants)?
- In relation to the counterparties of the federal administration in IC (such as MDBs/IOs and INGOs)?
- at the systemic level?

13 Which factors strengthen or weaken the long-term sustainability of cinfo's activities?

- 14 To what extent would cinfo's impact persist if SDC and SECO discontinued their support?
- 15 What impact did the Covid-19 situation have on cinfo's services and approaches in terms of quality and efficiency? What lessons and recommendations can cinfo and its stakeholders derive from the ongoing pandemic?

### **Conclusion**

- 16 Considering what has been said above, what are cinfo's biggest challenges and opportunities as a center of competence in IC?
- 17 Are there any other aspects, thoughts, or observations you would like to share with us for the ongoing evaluation?

*Thank you for your participation.*

## A-7 Questionnaire for online survey addressing individuals

This questionnaire addresses professional in IC who attended cinfo training, coaching, and/or were recruited by cinfo. The questionnaire was also sent to Swiss professionals working in IC who pursued their career without cinfo's support. The questionnaire is based on the questions of the expert interviews.

### Evaluation External Evaluation of SDC's and SECO's Contributions to the Competence Center cinfo 2013-2021: Guideline for survey (generic)

*Disclaimer: Short introduction addressing the overall context of the survey and the evaluation. The survey will take 10-15 minutes. Thank you in advance for participating.*

#### Personal information and career

- 1 Gender: m/ w/ d
- 2 Age (YYYY): \_\_\_\_\_
- 3 Do you currently work in the IC field? Yes/ No, I left the IC field. No, I never worked in the IC field.  
  
(à If yes, please, specify.) UN; IFI; INGO/ NGO, federal administration, private institution, research institution, other \_\_\_\_\_  
  
(à If no, please, specify industry/ sector) Public administration, finance, media, academia, other \_\_\_\_\_
- 4 Current profession (job title): \_\_\_\_\_
- 5 Career level: Junior; Mid-Level; Senior
- 6 Place of work (city, country): \_\_\_\_\_
- 7 Education (last degree): \_\_\_\_\_
- 8 Nationality (nationalities): \_\_\_\_\_

#### Cinfo

- 9 Do you know cinfo? Yes / No
- 10 Do you know any (other) services for persons who aspire to pursue a career in IC? Please, specify \_\_\_\_\_
- 11 What type of support and/or services did you receive from cinfo? (Please specify; multiple answers are possible.)
  - Information (website, reports, other); Please specify \_\_\_\_\_
  - Training (group): a) in person; b) online; Please specify \_\_\_\_\_
  - Individual coaching: a) in person; b) online; Please specify \_\_\_\_\_

- Events (networking): a) in person; b) online; Please specify \_\_\_\_\_
- Recruitment: a) JPO; b) UNYV; c) Other: Please specify year of recruitment \_\_\_\_\_
- (If recruitment for UN/ IFI:) What kind of support did you receive by cinfo during and after recruitment? Please, elaborate: \_\_\_\_\_
- (If recruitment) How developed your career after your employment contract at the IO/ IFI financed by Switzerland? To what type of position and/ or contract were you appointed?
  - short to mid-term (<6 months; 6-12 months)
  - permanent (1-3 years; 3-5 years; >5 years)
- Other: \_\_\_\_\_

12 How do you assess the overall quality of cinfo's support? (Satisfaction level 1-4)<sup>11</sup>

13 To what extent are you satisfied with cinfo's services? (Satisfaction level 1-4)

14 To what extent does cinfo achieve its objective as a center of excellence:

- counselling; coaching; training
- recruitment, personnel marketing
- network, platform, communication
- research and knowledge management on IC labour market
- (Satisfaction level 1-4);
- Please specify: \_\_\_\_\_

### Your career and cinfo

15 What has been the biggest challenge in your career in IC? Please elaborate: \_\_\_\_\_

16 To what extent were cinfo's support/ services significant for your professional development and career path in general? Please, specify and elaborate for each service.

- counselling; coaching; training
- recruitment, personnel marketing
- network, platform, communication
- research and knowledge management on IC labour market
- (Significance: 1-4)<sup>12</sup>
- Please elaborate \_\_\_\_\_

17 Are/ Were there any other aspects, persons, organisations, etc. significant for your professional development and career path? Please elaborate \_\_\_\_\_

18 To what extent were cinfo's support/ service significant for your current position in particular? Please, specify and elaborate for each service.

- counselling; coaching; training
- recruitment, personnel marketing

<sup>11</sup> 1 = not satisfied; 2 = somewhat satisfied; 3 = rather satisfied; 4 = very satisfied.

<sup>12</sup> 1 = not significant at all; 2 = somewhat significant; 3 = rather significant; 4 = crucial, very significant

- network, platform, communication
- research and knowledge management on IC labour market
- (Significance: 1-4)
- Please elaborate \_\_\_\_\_

19 Are/ Were there any other aspects, persons, organisations, etc. significant for your current position? Please, elaborate \_\_\_\_\_

20 Would you like to add any remarks regarding the evaluation of cinfo?

*Thank you for your participation.*

## A-8 Questionnaire for online survey addressing members

This questionnaire addresses the members of the cinfo network. It is based on the questions of the expert interviews.

### Evaluation External Evaluation of SDC's and SECO's Contributions to the Competence Center cinfo 2013-2021: Guideline for survey (members of the cinfo network/ clients)

*Disclaimer: Short introduction addressing the overall context of the survey and the evaluation. The survey will take 10-15 minutes. Thank you in advance for participating.*

#### Organisation

21 Is your organisation member of the cinfo network? Yes/ no

(If yes, please, specify.) UN; IFI; INGO/ NGO, federal administration, private institution, research institution, other \_\_\_\_\_

(If no, please, specify industry/ sector) Public administration, finance, media, academia, foundation other \_\_\_\_\_

22 Place (city, country): \_\_\_\_\_

#### Cinfo

23 What type of support and/or services did you and your organisation receive from cinfo? (Please specify; multiple answers are possible.)

- Information (website, reports, other); Please specify \_\_\_\_\_
- Training (group): a) in person; b) online; Please specify \_\_\_\_\_
- Individual coaching: a) in person; b) online; Please specify \_\_\_\_\_
- Events (networking): a) in person; b) online; Please specify \_\_\_\_\_
- Recruitment:
- Other: \_\_\_\_\_

24 How do you assess the overall quality of cinfo's support? (Satisfaction level 1-4)<sup>13</sup>

25 To what extent are you satisfied with cinfo's services? (Satisfaction level 1-4) To what extent does cinfo achieve its objective as a center of excellence:

- counselling; coaching; training
- recruitment, personnel marketing
- network, platform, communication
- research and knowledge management on IC labour market
- (Satisfaction level 1-4);
- Please specify: \_\_\_\_\_

<sup>13</sup> 1= not satisfied; 2 = somewhat satisfied; 3 = rather satisfied; 4 = very satisfied.

26 Against the background of your previous answers, what are cinfo's strengths and weaknesses? Please, specify.

27 Against the background of your previous answers, what are cinfo's threats and opportunities? Please, specify.

28 Do you know any (other) services offered for organisations and professionals in the IC labour market? Please, specify \_\_\_\_\_

29 Would you like to add any remarks regarding the evaluation of cinfo?

*Thank you for participating.*