



unitar

United Nations Institute for Training and Research

Strategic Plan

2010 - 2012



Knowledge to lead



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2007 UNITAR Retreat

INTRODUCTION

In the spring of 2007, UNITAR embarked upon a major process of reform in view of positioning the Institute to make significant contributions to address emerging training and capacity development needs. After several months of consultations and the first ever UNITAR retreat, the Board of Trustees at its 45th session took note of the 2007–2009 Strategic Reform Plan and welcomed the newly articulated mission and goal to become a centre of excellence, measured by international standards, recognized within and outside the United Nations system for standard-setting methodologies, high-quality training and research capacity on knowledge systems.

The 2007–2009 Plan focused on four strategic priorities: (1) to strengthen institutional capacity for training and research, (2) to enhance human capital, (3) to build and strengthen strategic partnerships, and (4) to rationalize the Institute’s organizational structure. While mostly inward-looking, these objectives and the accompanying actions were considered to be necessary, initial steps to reposition the Institute prior to embarking on more far-reaching strategic priorities down the road.

While measures internal to UNITAR will continue to be addressed and new ones identified in the years to come, there is a need to carry the transformation process forward with a number

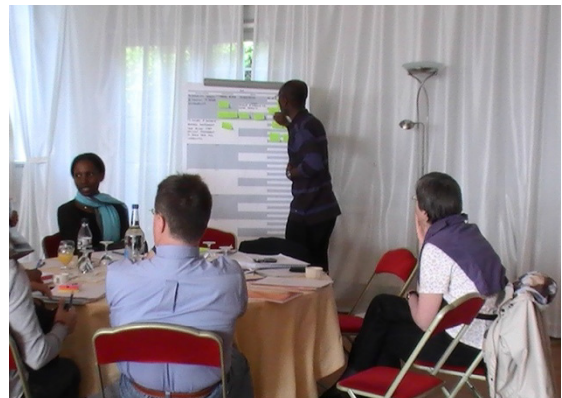
of outward-looking strategic objectives. Drawing on the experience and lessons learned from the past plan, a new UNITAR-wide consultation process was launched in March 2009 to review the progress of ongoing reform actions and achievements, and identify a set of new objectives and actions to guide the Institute over the next several years.

Culminating in a two-day retreat in early July, consultations took place within and across departments and other divisional units, and made use of both face-to-face and online discussion formats. As a result, four new strategic priority areas were identified and include: (1) identifying, and responding more effectively to, beneficiary needs; (2) enhancing the quality and diversity of products and services; (3) strengthening resource efficiency, effectiveness and accountability in delivering results; and (4) increasing autonomy. A results-based matrix was used to structure ideas and link some 50 actions and 130 specific, time-bound performance indicators to the expected results of the four strategic areas.

These four new directions will, to a large extent, place the Institute's beneficiaries at the centre of attention, as UNITAR works to fulfill its mandate to deliver quality training and undertake research on knowledge systems, with the long-term goal of bringing about changes in performance and improved developmental conditions. ■



2009 UNITAR Retreat Working Group



2009 UNITAR Retreat



LOOKING BACK ... AND REVIEWING ACCOMPLISHMENTS

The Institute has made significant progress since the Strategic Reform Plan was adopted just under two and a half years ago. Initial reforms focused on creating an improved organizational structure comprised of training, research and support services departments, each composed of programmatic or operational subdivisions, resulting in clearer lines of authority and accountability.

Moving forward with a number of additional reforms required a clear understanding of the Institute's degree of autonomy given its special place in the United Nations system. A far-reaching, consolidated opinion of the United Nations Office of Legal Affairs recognized UNITAR's autonomous character, and this recognition has been crucial to pave the way towards a more modern organization with authority to develop policies compatible with the specific nature and orientation of the Institute's unique mandate.

Strengthened human capital

The Institute identified, developed and retained qualified and motivated employees at all levels and in all categories to deliver on its mandate. With a current overall workforce at 155 (including remunerated and non-remunerated personnel), UNITAR has placed emphasis on enhancing its diversity, with the number of personnel recruited from under represented regions increasing considerably, and gender equality remaining at the heart of its operations and programming¹. In short, UNITAR has become an attractive employer. The number of job applicants has increased for all advertised posts, and senior management has pursued change management vigorously, requiring a new, results-oriented approach, to be further developed and internalised in a performance-based business culture.

Impressive growth with new donor support

Financially, the Institute has demonstrated phenomenal growth; predictions on budget growth have been surpassed, from an expected 30 per cent increase to a 36 per cent increase actually achieved in comparison with the previous biennium. This growth has resulted from a new strategic orientation placed on mobilizing both earmarked and non-earmarked voluntary contributions from existing donors, and identifying new strategic partners, including an array of United Nations organizations and public and private entities. New donors and those having significantly increased their overall contribution to UNITAR include Brazil, Cameroon, Cape Verde, Germany, Ghana, Italy, Mexico, Norway, Spain, Sweden and Turkey.

Research on knowledge systems and new methodologies



Parallel to achievements related to human and financial capital, the Institute has strengthened its institutional capacity for training and research, notably by establishing a Knowledge Systems Innovation Unit responsible for identifying and advocating the use of innovative training methods and tools, including technology-enhanced learning, that are conducive to modern adult approaches and principles in view of building, strengthening, applying and retaining capacity.

In relation to quality assurance, the Institute has implemented an internal certificate policy, categorizing in different levels the training activities it delivers; established an eminent advisory board to review and approve course content; and initiated a process to analyze international quality standards for learning and training, including e-learning, to facilitate a process of delivering certified training in view of ultimately adding increased value to beneficiaries and contributing to personal development and career advancement.

In terms of methodologies, the Institute has focused on the utilization of tools that can best help learners to adapt a lifelong learning attitude and become more effective and independent learners. In this sense, UNITAR has invested to increase technology-enhanced learning activities, expanding its online training curriculum, including, for example, a series of courses in the Spanish language, and integrating a broader use of technology-enhanced learning tools. Moreover, the Institute is developing a website on training methodologies, enshrining definitions, learning pedagogies and tools, including toolkits. Designed on web 2.0 technology this tool will be available to the United Nations system at large and is expected to contribute to inter-institutional collaboration.

World recognized satellite imagery and analysis

The United Nations Operational Satellite Applications Programme (UNOSAT), now fully-integrated at UNITAR, has become the reference in fields related to emergency response and recovery as well as development planning, and has developed internal capacity to acquire, process and analyse data from both commercial and scientific satellites. Building on a vast network of space, satellite and other partners around the world, UNITAR has produced, in 2008 alone, more than 250 complex maps and other satellite imagery products; has provided rapid mapping support to the international humanitarian community in 38 emergencies; and has trained some 100 national experts from Asia, Africa and Central America.

Onto our core business: training

In the area of its core business, training, the Institute also achieved important results in its three main thematic areas with a cumulative outreach to some 80,000 beneficiaries in the 2008-2009 biennium spanning the entire United Nations membership². In the field of peace, security and diplomacy, UNITAR completed the restructuring of its former peacekeeping correspondence training into a new Peacekeeping Training Programme with a distinguished international advisory board and launched a partnership with Open University UK on the development of an online training course on the Protection of Civilians. In the field of multilateral diplomacy, the Institute strengthened capacities of over 4,500 diplomats and other government officials whose work relates to the United Nations, including the functioning of the General Assembly, ECOSOC and the Security Council, in addition to other bodies, such as the Human Rights Council. Further, UNITAR developed endogenous training capacities in South Africa through intensive training-of-trainers and one-on-one coaching, and facilitated knowledge-sharing among key African diplomatic academies. In international law, 2008 marked 40 years that UNITAR has been organizing the United Nations International Law Fellowship Programme jointly with the Office of Legal Affairs in The Hague, and, in doing so, has continued to reach out to scores of legal professionals, including magistrates, judges and other government officials.





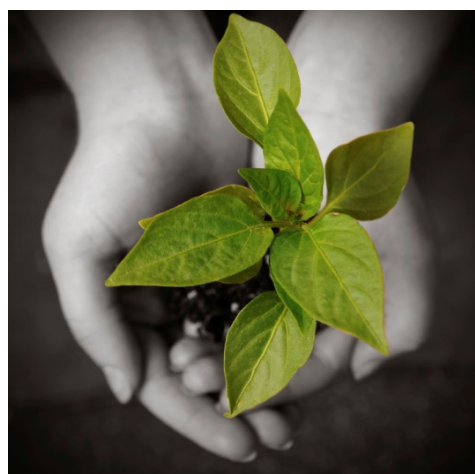
Negotiation training for African diplomats,
Addis Ababa, 2008

In the area of peacemaking and conflict prevention, UNITAR developed the capacities of dozens of mid and senior-level diplomats and staff of the United Nations and regional organizations responsible for the prevention and resolution of conflict through regional trainings in Africa and Central Asia, as well as globally through its annual Fellowship Programme in Peacemaking and Preventive Diplomacy – now in its 16th year (organized jointly with the International Peace Institute). Moreover, at the United Nations in New York, UNITAR strengthened knowledge and skills of diplomats in courses on the

negotiation of Security Council mandates and the protection of civilians. Parallel to this work, the Institute continued to provide opportunities to enhance the knowledge and skills of indigenous peoples' representatives to engage in negotiation and dialogue to improve the conditions of their communities. Based on the Institute's established track record, programming experience and specialized knowledge in negotiation and mediation, UNITAR played a key role in the drafting of the Secretary-General's 2009 report to the Security Council on enhancing mediation and its support activities.

The Institute's representational office in Hiroshima continued to build on its commitment to the post-conflict reconstruction of Afghanistan by strengthening the human resource managerial competencies of governmental officials. Recent achievements further consolidated a growing alumni network of fellows and led to the establishment of the Afghan Consultancy, Training and Research Association (ACTRA), comprising more than 120 members by mid-2009.

In the environmental field, the Institute has trained close to 2,500 beneficiaries yearly in areas such as chemicals and waste management, climate change, environmental governance and biodiversity. In the area of chemicals and waste management, UNITAR initiated and/or approved enabling projects for the Strategic Approach to International Chemicals Management in 53 countries, and is nearing completion of in-depth pilot projects in Belarus, Mongolia, Pakistan, Panama and Tanzania. UNITAR also succeeded in getting its peer-reviewed methodologies adopted by several international forums; assisted in integrating the Democratic People's Republic of Korea into the "international chemicals management community"; and, in partnership with the United Nations Environment Programme, the US Environmental Protection Agency and the Government of Switzerland, assisted Kyrgyzstan to take action related to the possible closure of the world's last remaining exporting mercury mine. In the area of environmental governance, UNITAR together with Yale University held a biennial global conference on Environmental Governance and Democracy, as well as the 2009 Global Environmental Governance Forum, and strengthened individual and institutional capacities for participatory environmental governance in ten countries.



The Institute continued to develop capacity in Africa and Asia to address impacts of climate change by supporting a network of centres of excellence to leverage resources and deliver targeted training at the national and regional levels. Jointly with UNDP, UNEP and the United Nations Framework Convention on Climate Change Secretariat, UNITAR developed the concept for a “One United Nations Training Service Platform for Climate Change” and will serve as the platform’s designated host agency. The Institute is also in the process of becoming carbon neutral, following the adoption by the Board of Trustees of an ambitious Climate Neutral Policy and Strategy in January 2009.

The Institute also made important headways in responding to capacity development needs and niches in the broad field of governance. In the thematic areas of public finance, trade and intellectual property, UNITAR has further diversified its online training in English, French and Spanish languages and, over the past two years, administered over 90 courses, benefiting more than 4,200 mid to senior-level officials from over 100 countries.

Local development has remained a high priority, with workshops for city-to-city exchanges of experiences bringing together government authorities from around the world; an e-course on Urban Sanitation having been developed and successfully tested; and some 250 participants from state and local levels being trained in sustainable development-related areas out of the Institute’s project office in Port Harcourt, Nigeria. UNITAR has also produced guidelines to harmonize the structure, functioning and budgets of its nine International Training Centres for Local Actors/Authorities (CIFAL). Parallel to consolidating the existing CIFAL network, negotiations have taken place with cities and/or provinces/states (e.g. Jeju, Korea; Edo, Nigeria) in view of further strengthening the Institute’s role as a hub for information, training and knowledge development among local authorities, national governments, international organizations, the private sector and civil society.



A groundbreaking joint initiative by UNITAR and UN-HABITAT resulted in global guidelines being published on “Access to basic services for all”, defining the rights and responsibilities of stakeholders involved in the provision of basic services, with a focus on improving delivery of these services to the poorest. Finally, to add to its two-decade history of migration-related training, the Institute signed a comprehensive agreement with the International Organization for Migration, opening the way for numerous areas of programming related to training, national pilot projects, policy seminars and satellite imagery in the months and years to come.

Platforms for dialogue on key issues of concern

Drawing on the expertise of the United Nations system, Member States and independent experts, UNITAR successfully piloted a comprehensive course on United Nations reform in 2008, which is now part of the Institute's curriculum. Based on the reform agendas of the United Nations and the priorities defined by Member States in the Millennium Declaration and the 2005 World Summit Outcome document, the course provides a platform for informal dialogue to enhance understanding between government delegates and UN staff on reform initiatives, and develops knowledge on recent innovations in the areas of UN Secretariat management, system-wide coherence and institutional adaptation of the governing bodies.

A facilitator of high-level discussions



2008 Retreat of the UN Secretary-General

Along with its training and capacity development programming, the Institute continued to act as facilitator for high-level strategic discussions. In addition to organizing the annual seminar for Current Special and Personal Representatives and Envoys of the Secretary-General (now also organized in association with the United Nations System Staff College) and the yearly high-level retreat for Security Council members, UNITAR has broadened its role as convener to include facilitating the organization of the annual Heads of Mission conferences of the Department of Political Affairs, and the Department of Field Support - Department of

Peacekeeping Operations back-to-back with the SRSG seminar, and notably, organizing the Secretary-General's annual retreat of the United Nations senior-most management since 2007 (together with the Staff College and the Department of Management of the Secretariat). In a related capacity, UNITAR has assumed, for the second half of 2009, chairmanship of the Global Migration Group, an inter-agency meeting of heads of 14 UN and non-UN agencies with the aim to promote international and regional instruments and norms relating to international migration, and develop a coherent voice on migration policy and governance challenges.

Public outreach on contemporary challenges facing society

In view of catalyzing discussion and debate between the United Nations and civil society and the public at large on contemporary global challenges, UNITAR together with the United Nations Office at Geneva launched the Geneva Lecture Series, an innovative forum that engages internationally recognized intellectuals, civil society activists and leaders from political and business spheres. Speakers have included the United Nations Secretary-General, Mr. Ban Ki-moon, who addressed the relevance of development goals and Nobel Prize laureates, Dr. Shirin Ebadi and Dr. Wole Soyinka, who spoke on the universality of human rights, and Mr. Mikhail Gorbachev, former President of the Soviet Union, who argued for resetting the nuclear

disarmament agenda. All combined, these lectures have attracted over 3,000 participants, not to mention the much broader outreach made possible through live web broadcasting.



The Geneva Lecture Series, December 2008
H.S.H. Prince Albert II of Monaco with the speakers, Dr. Ebadi and Dr. Soyinka, following the closing of the 2nd edition of the Geneva Lecture Series

The Geneva Lecture Series, April 2009
UN Secretary-General takes part in an open debate facilitated by Swiss TV (TSR) journalist, Mr. Darius Rochebin



Broadening and diversifying geographical outreach

Geographically, the Institute continues to diversify its locations. In addition to its existing New York and Hiroshima outpost offices and a project office in Port Harcourt, the Institute has recently signed with the City of Bergen an agreement to establish a project office focusing on satellite applications, and has successfully laid the groundwork in view of opening a regional office in Brasilia to create a third regional hub (in addition to New York and Hiroshima) and the first of three new UNITAR representation offices to be located in developing countries in the next few years.

Taken together, these accomplishments have over a very short period of time translated into much greater credibility, visibility and recognition for UNITAR. In the words of the Secretary-General, the reforms represented a “bold and welcomed proposal” (A/62/377) and have been made possible under the Institute’s leadership and the overall guidance of a pre-eminent and engaged Board of Trustees. These reforms have received praise from the Advisory Committee for Administrative and Budgetary Questions (A/63/744) and, most recently, acknowledgment by the Economic and Social Council at its 2009 Substantive session (E/2009/27) ■



LOOKING FORWARD: A BOLD, NEW STRATEGIC DIRECTION

Becoming a centre of excellence measured by international standards will require UNITAR to learn from the past, build on accomplishments and embrace a set of new and bold priorities. The training services industry in which the Institute operates is increasingly competitive, and UNITAR can no longer afford to continue its current ways of doing business without fundamental change.

Strengthened autonomy has provided the Institute with a welcomed degree of functional maneuverability, but this autonomy will need to be extended into new areas. As a project-driven organization, UNITAR has been naturally dependent on the donor community to support training and capacity development initiatives. But complete reliance on donors for operations and programming is hardly comforting, particularly in a period of tightening budgets, economic volatility and uncertainty. While full financial autonomy is hardly possible in the short term, strengthening the Institute's capacity to generate funding and recover costs—especially direct costs—will be imperative to increase its competitive edge and ensure sustained and responsible growth over the medium to long term.

Shifting directions in mobilizing resources cannot be done without attaching monetary value to products and services. Determining what value these products and services amount to will depend largely on the assurances the Institute can provide that its training meets the highest possible quality standards. Mobilizing self-generated funding will also require the Institute to diversify its products and services thematically and reach out to new audiences. To do this, identifying and responding more thoroughly to the needs of beneficiaries, and innovating new tools and approaches to deliver products and services both effectively and efficiently, will be paramount to this proactive, outward-looking strategy.

The overall direction in which this Strategic Plan will lead UNITAR over the next several years places the Institute's stakeholders and, most importantly, its targeted beneficiaries, at the forefront of attention as the organization pursues its mission to deliver high quality training and conduct research on knowledge systems.

Strategic Area 1: Identifying, and responding more effectively to, beneficiary needs

Societies evolve faster than many people expect. Trends come and go—some quicker than others. Technologies advance—sometimes overnight— and capacity needs change, as do the ways in which people communicate, interact and learn.

Becoming a recognized centre of excellence and placing beneficiaries at centre stage will require the Institute to increase its capacity to understand the underlying dynamics and forces at play within its beneficiary bases. The ability to identify new, emerging issues and concepts; anticipate what training and capacity-building needs these issues and concepts create; and, finally, determine what tools, approaches and delivery mechanisms are most suitable and effective at addressing them will be essential.



Moving closer to beneficiary bases

With the majority of the Institute's beneficiaries coming from developing countries, UNITAR will further strengthen its ability to understand the contextual particularities and training requirements of this enormous, diverse and rapidly changing beneficiary base. Establishing a physical presence in Africa, Asia and South America, and developing regional (and sub-regional) strategies to assess training needs; identify existing and create new, local expertise; and build strategic partnerships with governments, organizations and academia and private sector actors will help position the Institute to respond to this imperative. New tools, methods and delivery mechanisms will also be developed and applied so learning, including experience-sharing, is optimized not only during, but well beyond training and other capacity development opportunities, ultimately establishing a sustainable basis for knowledge improvement.

Proactive engagement and enabling environments

Anticipating societal changes and responding to capacity needs must be seen as a process that involves the entire universe in which UNITAR operates. Within the Institute, an enabling environment to stimulate interactive and creative thinking and knowledge-sharing among staff and other collaborators will be fostered—informally, and through more formalized processes, such as staff rotations and/or exchanges of personnel. Outside the Institute, UNITAR will become more proactive and engaging with existing and potential external partners, within the United Nations and its family of organizations, including the related research and training institutes, and beyond, with the Institute’s beneficiaries and with other international and regional organizations, academia and the nongovernmental and private sectors.

Strategic Area 2: Enhancing the quality and diversity of products and services

As UNITAR increases its capacity to anticipate and respond to societal changes, and reaches out to new beneficiaries, it will be important to further diversify products and services. It will also be important to anchor them on quality assurance mechanisms that enable the delivery of certified training, which have the potential to add substantial value to beneficiaries, particularly in the area of personal development and career advancement.

Diversifying thematic programming and innovative learning tools

In terms of diversification, the Institute will broaden its repertoire of existing programming to include new thematic areas or sub-areas, such as biodiversity, human rights, international migration, and public administration reform. In each of these areas, UNITAR has engaged in short-term projects and activities, some of which have responded to international calls, plans for action or specific requirements of Member States, but there exists much more untapped potential to develop extensive, longer-term capacity development activities with greater impact.

Parallel to diversifying its training themes, UNITAR will broaden the application of innovative learning tools and methods in its capacity development activities, including technology-enhanced learning; introduce blended approaches; explore the potential of social networking for learning; and, where relevant, integrate strategies designed to strengthen endogenous training capacities within beneficiary cohorts (e.g. training-of-trainers). Finally, the Institute will leverage itself more strategically as a knowledge organization with



expertise to build, strengthen, use and retain capacity, particularly as new, emerging capacity development and training needs are identified where there may not necessarily be a 'neat fit' within the Institute's existing thematic programmes.

Quality assurance, certification and accreditation



As diversity is enhanced, the Institute will implement quality assurance mechanisms for its products and services—be they existing or new—and be ready to meet the highest established standards of quality for learning and training, including for technology-enhanced learning activities. During the past biennium, UNITAR has made progress in this direction, for example, by establishing an advisory board to review and approve course content (Peacekeeping Training Programme), initiating a process to analyze international quality standards for learning and

training, and integrating an advisory board which is working on the development of a set of quality criteria for online learning. With the surge in number of public and private training and education institutions providing executive-type learning opportunities similar to those offered by UNITAR, however, further work on establishing quality assurance mechanisms will be vital to enable the Institute to achieve recognition of its products and services through validation or accreditation, associating formal value and attributing monetary worth and, ultimately, providing certified products and services to its beneficiaries.

Strategic Area 3: Strengthening resource efficiency, effectiveness and accountability in delivering results

Over a number of years, and increasingly since the 2005 World Summit, there have been renewed calls for greater effectiveness and efficiency of the United Nations, and for strengthened coherence and coordination among organizations within the system, including the system of research and training institutes to which UNITAR belongs.

Strengthening results-based management

While many United Nations organizations have strengthened their practices and procedures leading to improved efficiency, effectiveness and accountabilities, progress on establishing results-based frameworks at UNITAR has been slow, as indicated in a number of Board of Auditor observations and recommendations. Recognizing the relevance and usefulness of such frameworks, UNITAR has introduced results-based budgeting and strategic planning into its management practices for the 2008-2009 biennium, and subsequently established a task force which produced a report examining elements of, and steps required to further strengthen, a more integrated results-based management approach, enshrining not only strategic planning

and budgeting, but also harmonized work planning, staff performance appraisal, monitoring and evaluation, and communication. This new approach to management certainly needs to incorporate the development of the capacities of staff to assure its implementation. In this sense, in the fourth quarter of 2009, the Institute initiated a process of developing those capacities through training in view of facilitating the implementation of the results-based management framework recommended by the task force.

Monitoring progress and evaluating results

The Institute's newly established Monitoring and Evaluation Section will lead the design, development and implementation of a monitoring and evaluation system with the aim to strengthen current practices to track progress; evaluate the extent to which objectives have been realized; enhance statistical record-keeping of and reporting to beneficiaries, donors and other partners for accountability purposes; and work to ensure that evaluation lessons are incorporated into future programming.

As UNITAR pursues a new strategic orientation, performance will be measured not solely by numbers of courses and beneficiaries, but also, and more importantly, by the behavioural changes and/or other developmental conditions which take place as the result. This will require more robust tools, techniques and approaches than those currently employed, so that baseline conditions can be established to determine with more accuracy if expected outcomes can be attributed to the Institute's training interventions. By pursuing more rigorous evaluation processes, UNITAR will be poised to extract important lessons which can feed back into future programming, thus producing greater overall effectiveness and efficiency. In strengthening its managing-for-results capacities, the Institute will build on its existing initiatives and accomplishments, and coordinate closely with an array of institutional partners, including the other United Nations research and training institutes, the United Nations Evaluation Group and other UN and non-UN evaluation organizational expertise.

Optimizing performance of its human resources



The Institute's human resources culture has shifted from one where satisfactory performance is achieved by only following set rules and procedures to one where performance is also measured by the achievement of results through performance indicators. Job security and fixed hierarchies no longer hold the positions of primacy; instead, short to medium-term performance indicators, output target achievements and more flexible reporting mechanisms have become an increasingly important part of the work pattern. Individual work plans will be developed which, while specific to operational and programming particularities, will guide and measure results. The responsibility for the delivery of these objectives will rest with the senior management team and with individual managers and staff.

Communicating results

Parallel to enhancing its capacities to monitor process, evaluate results and appraise performances, the Institute will strengthen its corporate approach to communicating with the outside world. A strategy will be developed and implemented that delivers a corporate message of speaking with one voice and places emphasis on the results of what has been, and will be, achieved. The Institute will also use information and communication technologies more strategically and creatively, particularly by enhancing its website as a gateway for consolidated information on products and services, and to promote fluid, two-way communication between UNITAR and its beneficiaries and other stakeholders.

Strategic Area 4: Increasing autonomy

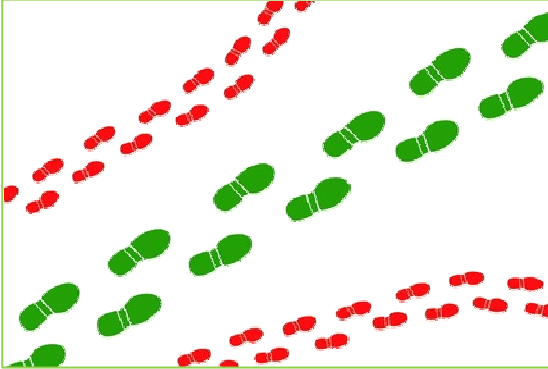
As the Institute moves forward in a bold, new direction and places increased emphasis on its beneficiaries with new programming, innovative delivery mechanisms, quality assurance and value attached to its products and services, additional autonomy will be paramount in order for UNITAR to further deliver on its mandate.

Increasing its financial autonomy by raising self-generated revenue and establishing reserves is the only viable way to become independent from voluntary contributions and the restrictions which are often imposed. Such independence will not (and should not) happen overnight; rather, it must be viewed as a gradual process, beginning with the foundations. The first layer of this foundation was achieved during the past biennium with the granting of delegated authority for procurement and classification of posts. The Institute must now seize the opportunity to build on this autonomy to give itself the needed flexibility to be creative, proactive, efficient and effective.

The Institute will set up a contemporary payment system capable of managing course enrolment fees so that funds can be channelled from beneficiaries quickly, reliably and in the absence of administrative delay. Not only would such a modernized system facilitate payment, but it would also enable UNITAR to reduce transactions costs and increase its outreach and access more effectively and efficiently and, as a consequence, produce higher enrolments and self-generated revenue. In practice, a streamlined system of payment which would enable beneficiaries to execute payments easily and quickly would only function properly if the Institute is able to further enhance its autonomy.



Mainstreaming administrative and financial processes through the introduction of course fees should not be done at the exclusion of any beneficiary group, however. In order to ensure that fee-paying training services are accessible to all potential beneficiaries, a fellowship fund will be established to guarantee equal opportunities to qualified beneficiaries requiring financial assistance.



Closely linked to securing increased financial autonomy is the need for more authority in executing accounting responsibilities. As the result of existing administrative arrangements, the Institute often experiences unnecessary delay as financial transactions, such as allotment and payment authorizations (and contracts for the procurement of good and services above \$100,000), need to undergo review and final approval. Given the autonomous nature of the Institute and its statutory provisions empowering its Board of Trustees to determine the

conditions and procedures for the receipt and disbursement of funds, as well as the related provisions on the duties of the Executive Director, the Institute will seek clarity with the aim of ensuring that operational efficiency can be optimized. This will be all the more important as UNITAR diversifies its geographical locations and works to mobilize new sources of revenue.

The challenges faced by UNITAR to deliver effectively and efficiently on its mandate are very much similar to those of the other research and training institutes. In view of examining ways in which the institutes can further leverage their collective strength as motors for innovation and knowledge sharing, UNITAR will lead, as requested by the United Nations Secretary-General, a periodic review of administrative, financial and human resources by the seven United Nations research and training institutes to adapt, improve, customize and streamline United Nations rules as applicable to their unique circumstances. ■



ENABLING CONDITIONS

Strategic partnerships

Results and especially those bringing about changes in behaviour and developmental conditions cannot be achieved without engaging in innovative partnerships. Beyond continued close relationships with the donor community in view of mobilizing financial resources, the Institute will increase its capacity to develop new, and strengthen existing, partnerships with a diverse range of actors, including partner agencies within the United Nations system and outside, with other international and regional organizations, as well as the non-governmental and the private sectors.

Human capital



UNITAR Staff

Human capital is undeniably the most important asset of any organization, and a motivated, talented and skilled workforce is critical. The 2007-2009 Strategic Reform Plan identified human capital as one of its priorities, and the Institute has made important progress over the past two years by implementing clearer human resources management policy and procedures; assessing competencies; building team spirit; and developing the knowledge, skills and know-how of staff and collaborators by providing various learning opportunities, both inside and outside the Institute.

While not a priority per se, the further enhancement of human capital by recruiting high caliber staff, providing a stimulating and supportive work environment, as well as opportunities for training and knowledge development, will be essential to meet our longer term goal in addition to a number of shorter term strategic objectives. But as UNITAR embarks on a new biennium, the Institute's human resources will work to develop and internalize a performance-based culture, increase its buy-in commitment and further appreciate of the importance of team outcomes and collective ownership. Although these conditions are the most difficult and time-consuming to meet for any organization, once met, they can propel organizational effectiveness and bring about unimaginable transformations. ■



ASSESSING RISK

Moving forward with a set of ambitious priorities cannot be done in the absence of risk. As a small, autonomous United Nations agency funded entirely from voluntary contributions, UNITAR is exposed to a number of risks, which includes financial, related to the lingering uncertainty on the recovery of the current economic crisis and the impacts on development assistance; political, in terms of potential instability and security threats in regions or countries where the Institute has programming requirements and interests; administrative and organizational, in terms of the hierarchical structure of the larger organization to which UNITAR belongs; and internal, in relation to possible tension between the imperative to mobilize financial resources, on the one hand, and the need to engage more rigorously in managing for results, on the other. Putting these risks and others aside, however, achieving the anticipated results from the Plan is indeed possible, and results, even if partially met, will propel the Institute closer to reaching its goal. ■



IMPLEMENTATION, MONITORING AND REPORTING

The results-based matrix of expected results, actions and performance indicators (attached) will guide the implementation of the Plan. During the fourth quarter of 2009, the Institute’s management will discuss and determine which organizational divisions will be responsible for undertaking action and ensuring that performance indicators are met. The Institute will track progress and monitor achievements of the Plan at the 6, 12, 18, 21 and 24 month points during the 2010-2011 biennium, and propose any adjustments to the actions and/or indicators to ensure that expected results are being achieved and any risk factors mitigated. Performance data will be compiled and analyzed regularly, and annual performance reviews prepared and shared with the Board of Trustees on an annual basis. ■



CONCLUSION

Two and a half years ago, the Institute set out to transform itself with the aim of becoming a world-renowned centre of excellence in the provision of high-quality training and research on knowledge systems. This new direction required UNITAR to pursue a number of important, strategic priorities, which were endorsed by the Institute’s Board of Trustees in July 2007, and welcomed by the United Nations Secretary-General as a bold step.

Over the past 24 months, reforms in the areas of strengthening institutional capacities for training and research, enhancing human capital, building partnerships and rationalizing organizational structures have produced significant results, bringing UNITAR much visibility, recognition and credibility. In taking stock of accomplishments, the Institute’s leadership, management and personnel recognized together that reaching their goal and delivering more effectively and efficiently on its mandate would require pursuing of a number of new, strategic objectives.

Identifying, and responding more effectively to, beneficiary needs; enhancing quality and diversity of products and services; strengthening resource efficiency, effectiveness and accountability; and increasing autonomy are undeniably ambitious, but also very realistic objectives. As interdependent as they are, the objectives are necessary conditions for the Institute to advance over the next several years towards its longer term goal and contribute to supporting more coordinated, effective and efficient system-wide delivery of training and research. ■

Notes

¹ Figure based on statistics as of October 2009. This figure is inclusive of staff, remunerated and non-remunerated fellows, contractors and other collaborators.

² Figure based on rounded participant statistics and includes programming administered from the Institute's headquarters and offices, as well as the network of affiliated CIFAL centres and the former POCl peacekeeping correspondence instruction. With the closing of POCl, the Institute expects a considerable decrease in beneficiaries for the 2010-2011 biennium while the new Peacekeeping Training Programme develops. Other beneficiary statistics reported in the Plan are either rounded figures from past training or estimations taking into account the expected 2009 end-of-the-year programming.

The background is a blue gradient with rounded corners. It features several overlapping geometric shapes: a large light blue rounded rectangle at the top, a medium blue rounded rectangle below it, and a dark blue rounded rectangle at the bottom. A white rounded rectangle is centered in the middle, containing the text. There are also two squares: a light blue one in the upper left and a dark blue one below it.

Annex

I. IDENTIFYING, AND RESPONDING MORE EFFECTIVELY TO, BENEFICIARY NEEDS
 (Month-date indicators refer to end-of-month dates for completion of action)

Strategic Priorities	Expected Results	Actions	Indicators
1. To identify needs and innovate delivery mechanisms in response to beneficiaries	1.1 Target audiences are broadened.	1. Research innovative approaches to learning, including delivery methods, from academic, public and private spheres.	<ul style="list-style-type: none"> 5 reports reviewed from potential academic, public, and private spheres related to learning approaches in response to changes in society (Dec 2010).
	1.2 Innovative methodologies expanded, including those based on IT.	2. Identify innovations and good practices, and share of success stories across the Institute.	<ul style="list-style-type: none"> 5 success stories identified and shared (Jun 2010); a further 5 (Dec 2010). 5 innovations and good practices identified (Jun 2010); a further 5 (Dec 2010).
	1.3 Products and services diversified.		<ul style="list-style-type: none"> 4 partner institutions identified and active dialogue conducted (Dec 2010).
	1.4 Understanding of changes in society reflected in programming enhanced.	3.1 Broaden the number of languages in which training is delivered. 3.2 Examine feasibility of offering training to differently able people (e.g. in sign language and Braille).	<ul style="list-style-type: none"> At least 3 activities conducted per programme-office/year in each of the three UNITAR working languages (E.F.S) (Dec 2010; Dec 2011; Dec 2012). At least 3 activities conducted per Training Department units/offices per year in other UN languages (Dec 2010; Dec 2011; Dec 2012). Information submitted by programmes on feasibility of training to differently able people (e.g. sign, Braille (Jun 2010)). Short feasibility study conducted (Aug 2010).
	1.5 Network of partners expanded.		
	1.6 Presence in developing countries strengthened.		

Strategic Priorities	Expected Results	Actions	Indicators
		<p>4. Establish three regional representation offices and strategies for programming and outreach in Africa, Asia and South America.</p>	<ul style="list-style-type: none"> ▪ South American regional office established (Jan 2010). ▪ South American regional strategy elaborated (Mar 2010). ▪ African and Asian regional offices established (Jun 2010). ▪ African and Asian regional strategy elaborated (Oct 2010).
		<p>5. Examine feasibility to develop popularized publications (e.g. comic books, brochures, magazines, etc.) on driving issues of the day (e.g. climate change, nuclear disarmament) as means of reaching out to larger beneficiary bases.</p>	<ul style="list-style-type: none"> ▪ Short feasibility doc drafted (Jan 2010). ▪ Based on outcome, collaboration/partnership established with drawing/design schools (Mar 2010). ▪ Three publications (one from each Unit) issued and circulated (Dec 2010).
<p>2. To create a working environment conducive of creative and innovative thinking</p>	<p>2.1 Working environment conducive of innovation and idea/experience sharing.</p> <p>2.2 New ideas developed and implemented.</p> <p>2.3 New creative functions (i.e. on new publications, time for pet projects) exercised by staff.</p>	<p>1. Develop and implement a policy for staff/fellows rotation within UNITAR and possibly mobility and/or exchanges with other UN R&T institutes and UN organizations.</p>	<ul style="list-style-type: none"> ▪ Feasibility study on rotation developed by HR and shared with selected targeted audiences, including research and training institutes, and selected private and non-governmental sector organizations, as relevant (Jun 2010). ▪ Study reviewed by managers and decision taken (July 2010). ▪ Modalities for rotation developed (Sep 2010). ▪ Two staff/remunerated fellows are rotated (1st quarter 2011). ▪ Feedback and review/evaluation of rotation policy conducted (Mar 2011).

Strategic Priorities	Expected Results	Actions	Indicators
		<p>2. Create an open-ended Task force/WG on futures scenario-building related to training and research on knowledge systems (include UNITAR and outside reps)</p>	<ul style="list-style-type: none"> ▪ Task Force created with 6-8 members (Jun 2010). ▪ First meeting of the task force held (Jun 2010). ▪ Short ideas document drafted with consultations undertaken with selected individuals from R&T institutes (e.g. UNU and UNSSC) and other selected targeted audiences (Sep 2010). <hr/> <ul style="list-style-type: none"> ▪ Ideas document circulated within UNITAR (Oct 2010). ▪ Task Force continues to meet once quarterly basis/and ideas document updated biannually (2011, 2012).
		<p>3. Create opportunities for innovative thinking practiced by staff and remunerated fellows.</p>	<ul style="list-style-type: none"> ▪ Two hours per week set aside as innovation time for staff to engage in innovative thinking (Jan 2010).
		<p>4. Develop a Project Incubation Initiative (PI²) to create incentive to develop cross-unit/programme/office collaboration.</p>	<ul style="list-style-type: none"> ▪ Draft document describing PI² prepared (Mar 2010). ▪ Guidelines drafted for submission and deliverable requirements by the end of (May 2010). ▪ 150,000 USD mobilized for PI² Fund by (Sep 2010); ▪ PI² project selection committee established First PI² project launched in (Sep 2010).
		<p>5. Create an innovation circle moderated by internal/external innovators (e.g. staff, entrepreneurs, academics, media representatives, inspiring people...).</p>	<ul style="list-style-type: none"> ▪ 2 creative environments established for people to meet (Sep 2010) ▪ At least 1 initiative for innovation and leadership building in informal setting (Dec 2010)

II. ENHANCE THE QUALITY AND DIVERSITY OF OUR PRODUCTS AND SERVICES

(Month-date indicators refer to end-of-month dates for completion of action)

Strategic priorities	Expected results	Actions	Indicators
1. To enhance quality and diversity of products and services	1.1 Training offer diversified 1.2 Visibility enhanced 1.3 Better outreach attained 1.4 Quality of training enhanced 1.5 Beneficiaries and partnership bases increased	1. Identify key institutions with expertise in subject areas.	<ul style="list-style-type: none"> Each programme has identified and engaged at least two new partner institutions (Dec 2010); additional two (Dec 2011).
		2. Identify, develop and secure funding on new programme / project areas.	<ul style="list-style-type: none"> Each Unit has identified/developed at least one new programme area or sub area with 2 new projects funded (Dec 2010); projects & funding for additional two (Dec 2011).
		3. Engage partners to create links to webpage from the external web-sites of our partners.	<ul style="list-style-type: none"> 25 external links to UNITAR website are active (Dec 2010).
		4. Develop UNITAR info package (and stock made easily available).	<ul style="list-style-type: none"> UNITAR info package in French, English and Spanish is developed and made available (Dec 2010).
		5. Establish (Internal) Quality Control Mechanism and align projects/activities to guidelines.	<ul style="list-style-type: none"> Internal Quality Control Committee (QCM) established and operational (Jan 2010). QCM guidelines est. (Apr 2010). 1 info session implemented on quality standards (May 2010). Initial programme alignment to guidelines achieved (Apr 2011). At least 50% of existing projects/ activities sub. for approval (Sep 2010); 50% of new projects/ activities sub. for approval (Mar 2011); all projects/act. (Dec 2011).

Strategic priorities	Expected results	Actions	Indicators
		<p>6. Identify national/ international quality standards for selected courses/activities to seek accreditation/certification.</p>	<ul style="list-style-type: none"> ▪ Stocktaking exercise on accreditation/certification bodies initiated with two certification schemes reviewed (Jun 2010). ▪ Stocktaking report finalized with recommendations for obtaining national/international accreditation/certification (Dec 2010). ▪ 10 courses across 3 units proposed for accreditation/certification (Feb 2011); further 10 courses across 3 units (Jun 2011). ▪ Accreditation/certification obtained for 10 courses (Mar 2012); further 10 courses (Dec 2012).
<p>2. To strengthen institutional capacity for innovation and quality</p>	<p>2.1 Use of ICT tools optimized for training and learning</p> <p>2.2 Training in additional languages offered</p> <p>2.3 Number of courses expanded</p> <p>2.4 Thematic range of courses broadened</p>	<p>1. Implement blended learning activities.</p> <p>2. Launch an integrated virtual learning environment for UNITAR.</p> <p>3. Use innovative training tools.</p> <p>4. Translate existing training materials.</p> <p>5. Diversify staff linguistically.</p> <p>6. Develop new areas of training.</p>	<ul style="list-style-type: none"> ▪ At least 12 blended learning activities (4 per Unit) implemented by Training Department (Dec 2010). ▪ Single integrated platform used as unique online learning environment for all e-courses (Jan 2010). ▪ At least one new innovative training tool/method applied by each programme (Dec 2010). ▪ Website completely available in E.F.S. (Dec 2010). ▪ 35% of training material available in Spanish (Dec 2011). ▪ All programmes have trilingual language competencies (Jan 2011). ▪ At least one new topic identified per programme/year (Dec 2010). ▪ Material developed and tested on new topic (June 2011).

Strategic priorities	Expected results	Actions	Indicators
		<p>7. Develop in-house instructional design skills.</p>	<ul style="list-style-type: none"> ▪ 1 person/programme designated for instructional design (Mar 2010). ▪ 2 training sessions on instructional design implemented (Jun 2010). ▪ Authoring tool procured with training session on its use (Oct 2010). ▪ 1 instructional designer recruited (Jul 2012).
<p>3. To institutionalize knowledge systems, including knowledge management and sharing</p>	<p>3.1 Knowledge-sharing and collaborative mechanisms implemented</p>	<p>1. Sensitize all personnel in terms of knowledge management.</p>	<ul style="list-style-type: none"> ▪ Seminar describing knowledge management taken by all staff and fellows (Jun 2010).
		<p>2. Develop informal/formal mechanism for information dissemination</p>	<ul style="list-style-type: none"> ▪ Intranet fully in place with relevant database operational (Dec 2010). (Database to be operational (Jun 2010)). ▪ 3 informal knowledge sharing events organized (Dec 2010).
		<p>3. Foster knowledge-sharing.</p>	<ul style="list-style-type: none"> ▪ Item on knowledge-sharing introduced to PER (Dec 2010).
<p>2. To further diversify and use IT and other communication tools in delivering training</p>		<p>1. Diversify formats to deliver training through different electronic media.</p>	<ul style="list-style-type: none"> ▪ Survey dev't and administered on preferred formats & conducted through the web and on paper as part of training eval (Mar 2010). ▪ Web-based platform developed and operation to facilitate cont learning, exchanges in experience, interaction between participants and with experts/trainers before and after training has taken place (Mar 2010). ▪ 2 new partnerships developed with media organizations (radio, TV, broadcasting channels) (Sep 2010). ▪ 2 pilot projects/activities delivered through mobile learning (Mar 2011).

III. STRENGTHEN RESOURCE EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY IN DELIVERING RESULTS

(Month-date indicators refer to end-of-month dates for completion of action)

Strategic priorities	Expected results	Actions	Indicators
<p>1. To develop and implemented an integrated results-based management framework in UNITAR programming and operations.</p>	<p>1.1 Institute operations and programming performance reflects managing by results framework.</p> <p>1.2 Effective monitoring and evaluation of programming and operations implemented.</p> <p>1.3 Staff knowledgeable on evaluation tools, methods and approaches.</p>	<p>1. Define/harmonize definitions of operational and programming terms, especially those related to RBM.</p>	<ul style="list-style-type: none"> ▪ Document finalized with harmonized operational and programming terms (Jan 2010).
		<p>2. Staff learns key RBM concepts and terms and use RBM in their daily work.</p>	<ul style="list-style-type: none"> ▪ All AWP conform to RBM requirements (Jan 2010). ▪ All IWPs conform to RBM (Jan 2010) ▪ All JDs and job classifications conform to RBM (Jan 2010). ▪ All PERs conform to RBM (Dec 2010)
		<p>3. Review RBM practices of other UN agencies.</p>	<ul style="list-style-type: none"> ▪ Review of RBM practices of selected UN agencies completed (Mar 2010).
		<p>4. Review & update RBM discussion document and draft guidelines/circulars on RBM programming and operations.</p>	<ul style="list-style-type: none"> ▪ RBM Strategy Discussion Document reviewed and updated (Mar 2010). ▪ Guidelines/circulars drafted and in force (Apr 2010).
		<p>5. Design, implement and adjust monitoring and evaluation system</p>	<ul style="list-style-type: none"> ▪ Stocktaking of existing M&E practices e.g. methods, approaches at UNITAR undertaken (Jan 2010). ▪ Other practices of M&E (e.g. within & outside UN) reviewed (Mar 2010). ▪ M&E system designed and tested (Jul 2010). ▪ System reviewed and adjusted (Sep 2010). ▪ Detailed and accurate accounting of trained beneficiaries (Dec 2010; Dec 2011, Dec 2012...).

Strategic priorities	Expected results	Actions	Indicators
		<p>6. Train staff on evaluation methods & approaches.</p> <p>7. Implement systematic and more thorough/robust evaluation of programming.</p>	<ul style="list-style-type: none"> ▪ New rounds of RBM training-related activities implemented e.g. M&E (Jun 2010) ▪ All projects/activities meet Kirkpatrick level 1 evaluation requirements (Jan 2010) ▪ All training-related projects & activities (i.e. skills development, knowledge transfer, etc.) meeting Kirkpatrick level 2 evaluation requirements (Jan 2010); all other projects & activities meeting at minimum Kirkpatrick level 2 or equivalent evaluation requirements (Jun 2010). ▪ Criteria identified and applied for more harmonized evaluations to facilitate end-of-the-yr reporting (Mar 2010). ▪ Training Department units select 3-4 projects with ex ante and ex post evaluations conducted by year end (Mar 2010); an additional 9-12 activities/projects (Mar 2011); 18-26 activities/projects (Mar 2012). ▪ 3 projects selected for pilot Return on investment (ROI) or equiv. evaluation (Mar 2011). ▪ Pilot ROI or equiv. evaluation completed (Jun 2011).
	<p>2.1 Institute speaks-with-one-voice and communications (e.g. on public information and reporting) emphasize results</p>	<p>1. Develop communication strategy.</p>	<ul style="list-style-type: none"> ▪ Communication working group established (Jan 2010). ▪ RBM communication strategy drafted and adopted (Jun 2010). ▪ Communication strategy and action plan shared with Board (49th session - mid-2010).

		<p>2. Circulate information on UNITAR activities regularly.</p>	<ul style="list-style-type: none"> ▪ Centralized and accessible location with focal point to access UNITAR info (e.g. Fact Sheets) made available (Jan 2010). ▪ Production of UNITAR-wide training catalogue (Jan 2010). ▪ Production of 2009 Activity Report (Apr 2010). ▪ Design and development of a RBM oriented reporting templates (Jun 2010). ▪ 5 best practice examples on communicating results effectively identified and showcased for external visibility (e.g. partners, public) (Dec 2010); additional 5 (Jun 2011); addition 5 (Dec 2011).
		<p>3. Develop, test, adjust and use a centralized database of course/ workshops/ beneficiaries/partners and contacts.</p>	<ul style="list-style-type: none"> ▪ Working Group established and operational (Jan 2010). ▪ Structure of database and action plan for implementation agreed (March 2010). ▪ Database built/developed and tested (June 2010). ▪ Use of the database is part of the programming cycle at UNITAR (July 2010).
		<p>4. Use website more strategically and creatively (social networking, media, blogs, discussion forums, live testimonies by beneficiaries and partners, pod casts of selected courses or excerpts, etc.).</p>	<ul style="list-style-type: none"> ▪ 7 blogs operational (Jun 2010) ▪ 5,000 followers on Twitter (Jun 2010). ▪ 10 activities/courses are uploaded on webpage in video format (Dec 2010).
		<p>5. Train staff in communications.</p>	<ul style="list-style-type: none"> ▪ 30 staff /collaborators trained through induction course in results-based communication (Mar 2010).

IV. INCREASE AUTONOMY

(Month-date indicators refer to end-of-month dates for completion of action)

Strategic priorities	Expected results	Actions	Indicators
1. To diversify sources of funding to ensure sustainability	<p>1.1 Self-generated income amounts to 25% per Programme for the 2010-2011 biennium;</p> <p>1.2 Capacity enhanced to create a reserve and invest in corporate initiatives.</p>	1. Develop a pay-as-you-get-trained system.	<ul style="list-style-type: none"> ▪ Pay system developed (Mar 2010) ▪ All programmes begin raising self-generated income (e.g. through course fees) (Jun 2010) ▪ Minimum of 17% of Programme funds (target 25%) are self-generated (Dec 2010). ▪ 25% of Programme funds are self generated (Dec 2011). ▪ \$5-6 million of Institute funds are self-generated by (Dec 2010). ▪ 2.5% of budget put aside as funding reserve (Dec 2010). ▪ 5% of budget put aside as funding reserve (Dec 2011). ▪ 25% increase courses charged (Dec 2011).
		2. Develop a costing formula and pricing structure for UNITAR products and services.	<ul style="list-style-type: none"> ▪ Review of cost-recovery mechanisms (Feb 2010). ▪ Finalization of a formula and pricing structure (May 2010). ▪ Application of formula and pricing structure to selected UNITAR products (Jun 2010). ▪ At least 5 activities/programme/ office implemented on cost recovery (Sep 2010).

Strategic priorities	Expected results	Actions	Indicators
		<p>3. Create and administer a UNITAR Fellowship Fund (FF).</p>	<ul style="list-style-type: none"> ▪ Concept paper drafted (Mar 2010). ▪ Fund established with initial resources (Jun 2010) (and replenished regularly); ▪ 20% of paid course participants are funded through fellowships for LDC nationals (Dec 2010). ▪ 25% of paid course participants are funded through fellowships for LDC nationals (Dec 2010).
<p>2. To obtain additional delegated authority for HR and financial matters</p>	<p>2.1 Permanent delegated authority for post-classification achieved.</p> <p>2.2 Efficient and effective operation of travel-related issues implemented.</p> <p>2.3 Ability to process its own accounts achieved, i.e. a. UNITAR will manage the entire allotment from beginning to end b. approve obligations (of OBMO) c. approve payments;</p> <p>2.4 Full and efficient implementation of the delegated authority of procurement realized.</p>	<p>1. Maintain the quality of the system in place for post classifications to ensure that the delegated authority is made permanent.</p> <p>2. Request of the full delegation of authority without restrictions in January 2010.</p> <p>3. Carrying out of a study that reviews efficiency of the existing travel system.</p> <p>4. Elaborate justification for delegation of various financial processes.</p> <p>5. Develop UNITAR procurement manual and guidelines, in compliance with UN rules.</p> <p>6. Deliver training on procurement.</p>	<ul style="list-style-type: none"> ▪ Letter received from OHRM granting permanent delegation of authority (Dec 2010). ▪ Opinion received from OLA opening door to wider autonomy (Dec 2010). ▪ Study completed (Jun 2010). ▪ Results and recommendations from the study implemented (Jan 2011). ▪ Obtain full delegation for the processing of accounts by ED (Dec 2011). ▪ Manual completed and issued (Mar 2010). ▪ Services of legal advisor obtained (June 2010) ▪ At least 20 staff trained in procurement procedures (June 2010).

	<p>3.1 Periodic UNITAR-led joint review of administrative, financial and HR issues by the UN training and research Institutes to adapt, improve, customize and streamline UN rules.</p>	<p>1. Conduct and compile survey feedback from all 7 training and research Institutes.</p>	<ul style="list-style-type: none"> ▪ Survey completed and disseminated (Dec 2009).
		<p>2. Submit recommendations to the Secretary-General based on survey results.</p>	<ul style="list-style-type: none"> ▪ Recommendations submitted to Secretary-General (Jan 2010).



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