

## Objective 4:

### Supporting public administrations reform and reconstruction

UNITAR offers high-level and result-oriented learning activities in a variety of formats to enhance human capacity in the public sector in order to respond to today's multifaceted challenges.

### Developing Afghan leadership

UNITAR supports Afghan professionals in applying knowledge with confidence for the reconstruction of the country's institutions, and in building a highly capable community of practitioners in Afghanistan as a resource for planning and implementing capacity-building and training activities.

### Key achievements

- n 187 high-level public officials and civil-society representatives trained under a result-oriented and needs-assessed Fellowship programme. These Fellows are now involved as agents of change in every level of government;
- n 8-month fellowships programme conducted every year applying a blended learning approach continually refined and adapted to Afghanistan's changing needs as a post-conflict society.

### Activities

The UNITAR Fellowship for Afghanistan, administered by the UNITAR Office in Hiroshima and established in close cooperation with the Independent Administrative Reform and Civil Service Commission of Afghanistan (IARCSC), discusses themes such as organization development and change, project design and management, and human resource development/management.

In order to widen the impact of the fellowship programme, UNITAR placed special emphasis on methodology and skills development related to leadership and mentoring. This helped develop the capacity of each fellow to become a leader, or a facilitator able to contribute to organizational and human resource development, within their respective institution.

Fellows are connected by regular audio and video conferencing to a worldwide mentors' network which allows them to obtain graduate level credits from the University of Texas in Austin on successful completion of the programme.

Graduates from previous fellowship cycles take part in the curriculum review process and every year, the most able fellow of each cycle is trained as a coach for the next cycle, providing a source of continuity and strength for the fellowship.



### ***The Afghan Consulting, Training and Research Association (ACTRA)***

*The Hiroshima Fellowship targets influential participants in the reconstruction process including senior Afghan government officials, academics and practitioners. This has led to the creation of ACTRA, a network of highly qualified professionals, which serves, both at local and national levels, as a trusted source of expertise and advice on capacity-building and training activities in Afghanistan.*

*ACTRA, which brings together around a hundred professional experts from various disciplines, functions as a unique reference point to support training activities in, and for, Afghanistan. It was registered in March 2008 with the Ministry of Justice in Afghanistan as a non-profit, non-governmental and non-political organization. The UNITAR Hiroshima Office and the Fellowship for Afghanistan have already benefitted from the expertise and dedication of ACTRA members in the preparation and execution of the 2009 cycle.*

## **The Ariana Encyclopedia**

*One of the most satisfying accomplishments of the UNITAR Hiroshima Fellowship for Afghanistan has been the Ariana Encyclopaedia, the first reference book to be produced in Afghanistan for 30 years. Updated for the first time since 1979, the 2007 edition – published in both Pashto and Dari, the official languages of Afghanistan – includes sections on society, science, economics and culture.*

**“The encyclopedia is just a small fruit of the (UNITAR) training, but it will make an important contribution to peacebuilding in our country”.**

Gul Afghan, Former UNITAR Hiroshima Fellow,  
USAID Officer in Kabul, Afghanistan

## **Helping Cape Verde develop its human capital**

*Cape Verde asked UNITAR to design a national capacity development strategy for its public administration so that the country can meet the challenges of its new place in the global economy.*

*Cape Verde has been part of the group of middle-income economies since 2008 and, as the country develops a service-based economy, the need to invest in human capital has become more crucial. Capacity development of central and local administrations is now at the core of the state reform agenda.*

*At the request of the Ministry of State Reform, UNITAR carried out a diagnosis and led a training process for key stakeholders in the public sector. The training used an appreciative inquiry approach to allow participants to design a vision for the future public administration of Cape Verde and to identify concrete ways of further leveraging leadership skills and personal commitment in the public sector for the implementation of the State Reform and the country’s development strategy. Several leading public institutions from Brazil assisted UNITAR with this work, helping ensure South-South transfers of experience and know-how.*

**“Each year UNITAR selects the brightest career government officials to learn the state-of-the-art on Public Administration, as a means of empowering them to conduct change in their organizations. For the last six years the Afghanistan Post-conflict Reconstruction Programme has been at the core of our strategy to build capacity in our nation”.**

Omar Zakhilwal, Minister of Finance, Afghanistan





## Improving understanding of key issues on global economic governance

*"Will the world go through another Great Depression as in the 1930s? If this can be avoided, what are the challenges? What has failed and what were the political consequences? What can be designed as a model of economic governance for the future? Are we going the right way?"*

*The economic crisis that began in the summer of 2007 has posed many questions and has produced an abundance of commentaries. Recognizing that the complexity of the crisis can be disorienting, the Graduate Institute of International and Development Studies in Geneva and UNITAR have*

*designed and developed a joint e-learning course series on global economic governance which aims to identify and explain the central aspects of the question, providing participants with fundamental background information on the global economic and financial system that led to the current world crisis.*

*Participants are engaged in a forward-looking debate thanks to the unique approach of the instructors from the Graduate Institute. The course offers an opportunity to strengthen dialogue between the public and the private sector through flexible and cost-effective training, and for beneficiaries and stakeholders to be exposed to UNITAR's global audience of senior and middle level officials and professionals.*

## Improving transparency and accountability in public debt transactions

As debt portfolios of different countries increase in size and complexity UNITAR promotes judicious management of public debt audit.

### Key achievements

- n 89 participants from Supreme Audit Institutions (SAIs) in 31 countries in Africa, Asia and Europe completed on-line training;
- n Online virtual discussions have allowed networking and information exchange among participating SAIs;
- n Flexible and cost-effective training, networking and outreach opportunities have been provided for beneficiaries and stakeholders;
- n African SAIs have participated in a public debt management programme for the first time.

**“The UNITAR e-Learning platform is ideally suited for learners from developing countries who may not have previous experience with e-Learning and may have limited infrastructure to access this mode of learning”.**

Magnus Borge, Director, General of the INTOSAI Development Initiative

## Activities

Public Debt Audit has been prioritized by the International Organization of Supreme Audit Institutions (INTOSAI) and, as a specialized audit area, was one of the themes of the INTOSAI congress in 2007.

In response to the increasing demand for capacity development in public debt audit from SAIs, especially in Africa, the INTOSAI Development Initiative (IDI) has initiated a trans-regional capacity building programme in cooperation with UNCTAD and UNITAR.

The programme, which benefits from UNITAR’s invaluable e-learning experience enhances public debt management (PDM) systems in the participating countries; institutionalizing a system for carrying out PDM audits in the SAI at regular intervals; ensuring acceptance of audit recommendations for enhancement of PDM systems; and providing an incentive for other countries in INTOSAI regions to take up public debt management audit.

The joint IDI/UNITAR e-learning Initiative for Public Debt Auditors in Supreme Audit Institutions complements previous capacity development efforts conducted in different regions by the INTOSAI Development Initiative.

