

Towards greater transparency, accountability and stability

Results-based management (RBM) has become a state-of-the-art management approach that guides planning, implementation, reporting and evaluation of activities in many private and public-sector organizations, including the UN system.

Through its Strategic Reform Plan 2007-2009, UNITAR has commenced on a systematic path towards results-based budgeting for the biennium 2008-2009. This was the Institute's first step towards shift fostering full and coherent implementation of RBM through the biennium 2010-2011.

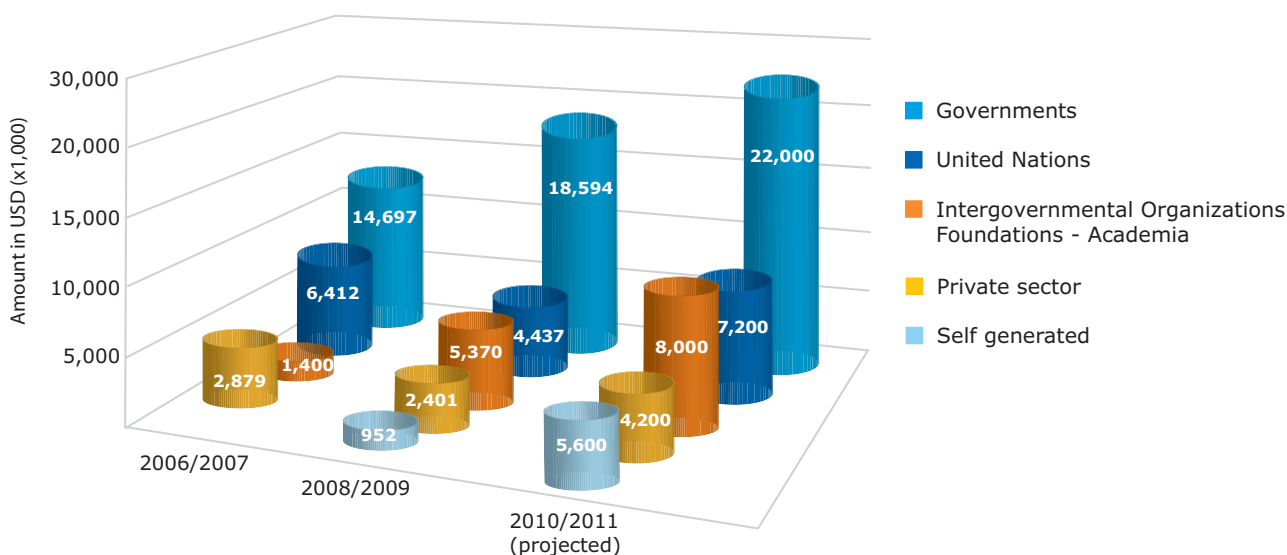
In less than two years, UNITAR has successfully introduced RBM and used monitoring and evaluation to increase the level of accountability, transparency, and quality of its outputs, as

well as to prepare the Institute for increased administrative and financial autonomy.

At the same time, the Institute has invested time and effort in implementing pending audit recommendations. A 2009 interim audit of UNITAR's accounts and operations commended the improvement in the implementation of the prior biennium audit recommendations. The audit noted that UNITAR had succeeded in addressing all 12 outstanding recommendations of the Board of Auditors with the exception of one relating to information technology.

In its drive to increase transparency and accountability, UNITAR's Board of Trustees has established a subsidiary body dealing with financial matters and resource mobilization. The Committee on Finance is tasked to review budget estimates and financial statements, to provide advice on the resource mobilization of the Institute, and to give its recommendations to the Board for approval at regular sessions.

Trends in distributed income

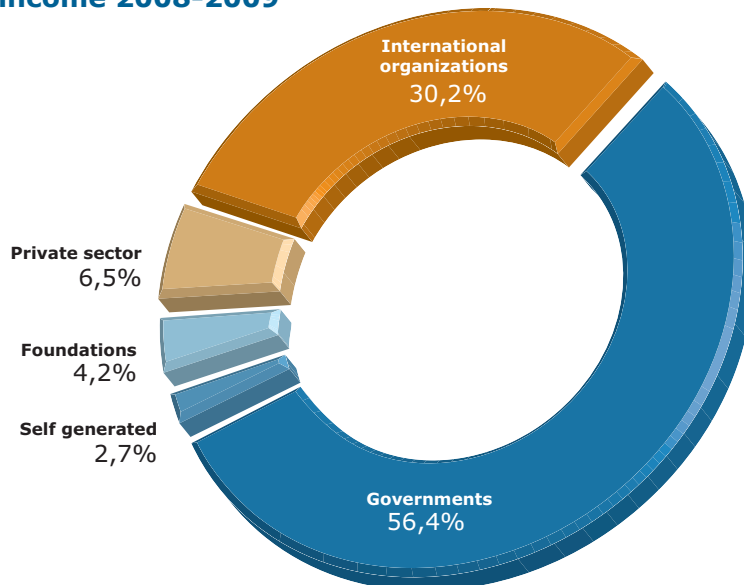


Financial Overview*

	2006 - 2007 Biennium	2008 - 2009 Biennium
	Income	Income
Voluntary contributions	\$ 21,450	\$ 26,305
Inter-organization arrangements	\$ 3,939	\$ 5,248
Interest income	\$ 1,364	\$ 792
Other/miscellaneous income	\$ 580	\$ 1,827
Total income	\$ 27,333	\$ 34,172
In-kind contributions	\$ 1,810	\$ 3,063
Total income & contributions	\$ 29,143	\$ 37,235
	Expenditure	Expenditure
Salaries and other personnel costs	\$ 15,936	\$ 19,291
Travel	\$ 1,794	\$ 2,237
Contractual services	\$ 588	\$ 870
Operating expenses	\$ 1,505	\$ 1,630
Acquisitions	\$ 189	\$ 199
Other	\$ 7,476	\$ 10,799
Total direct expenditure	\$ 27,488	\$ 35,026

* in thousands of US Dollars (,000s)

Sources of income 2008-2009





Strengthening human capital

The Institute has identified, recruited and retained a team of qualified and motivated employees at all levels and in all categories to deliver on its mandate.

With a current overall workforce of 155 (including remunerated and non-remunerated personnel), UNITAR has placed emphasis on enhancing its diversity.

“The Department of International Relations and Cooperation is extremely grateful to UNITAR. In addition to the substantive value added to training programmes, the trainers from UNITAR have also impressed with their professional demeanor and friendly attitudes”.

Maite Nkoana-Mashabane, Minister
International Relations and Cooperation, South
Africa



Key achievements

- n UNITAR is one of the two United Nations entities that achieved overall gender balance among professional staff in 2007;
- n In 2008, the geographic imbalances in staffing were effectively reversed, with six out of eight new recruits coming from developing countries.

UNITAR endeavours to provide creative opportunities for professional training and learning to keep pace with a rapidly-changing world. For the first time, the Institute has a dedicated, corporate training budget to ensure access to continuous learning and skills tuning for its own staff.

In sustaining this professional development and learning environment, UNITAR has built an organizational environment where staff development is valued, supported and rewarded, and where a commitment to continuous learning is demonstrated at all levels.

In short, UNITAR has become an attractive employer. The number of job applicants has increased for all advertised posts, and change management has been pursued vigorously, with the introduction of a new results-oriented approach developed and internalized in a performance-based business culture.



Being autonomous within the UN family

UNITAR's results can be measured through the recognition it has gained from oversight entities within the UN system. A far-reaching, consolidated opinion of the United Nations Office of Legal Affairs recognized the Institute's autonomous character, and this recognition has been crucial in paving the way towards a more modern organization with the authority to develop policies compatible with the specific nature and orientation of its unique mandate.

Furthermore, the Executive Director of UNITAR was granted the delegation of authority in two important areas, the first dealing with the classification of posts; the other in the area of procurement.

The Institute is aware of the need to increase synergies among the seven UN entities responsible for training and research. "Delivering as One UN" applies as much to the training and research family as it does to any operational branch of the organization. Dialogue with other UN training and research Institutes was therefore initiated under the auspice of the UN Secretary-General focusing on common and shared issues in view of an increased responsibility for human resource, administrative and financial matters.

A New Image, a New Momentum

UNITAR's tagline – "Knowledge to Lead" – is the Institute's corporate image. UNITAR is a leading, innovative, far-reaching organization, opening the path for capacity development through expertise, information and knowledge exchange, and research on knowledge systems, in full respect of the kaleidoscopic diversity of its global beneficiaries.

A new and consistent visual identity has been designed and established for UNITAR as a powerful tool for building corporate results-based communication.

UNITAR's newly designed and constantly updated website, contains written and audiovisual media, which, along with the publication of a quarterly newsletter highlighting current issues and events, keeps readers informed.



A flying man with book pages as wings in our logo reflects the power of knowledge, and the ideal we serve - the world and branches of the olive tree.