



ADVANCE COPY
APPROVED BUT UNEDITED AND UNFORMATTED

2017 session

Agenda item 20

United Nations research and training institutes**United Nations Institute for Training and Research****Report of the Secretary-General***Summary*

The United Nations Institute for Training and Research (UNITAR) develops the capacities of individuals, organizations and institutions, largely in developing countries, to enhance global decision-making and support country-level action for shaping a better future. The Institute focuses on two sets of targeted beneficiaries: the delegates and other actors who are engaged in intergovernmental processes to establish norms, standards, policies and procedures in areas of concern to the United Nations; and the key stakeholders at the national and local levels who work to translate multilateral agreements into concrete action.

Under the present 2014-2017 strategic framework, the Institute works in six broad programming areas: strengthening multilateralism, promoting economic development and social inclusion, advancing environmental sustainability and green growth, promoting peace, improving resilience and humanitarian assistance, and strengthening the implementation of the 2030 Agenda. Results from the framework's implementation are encouraging through the end of 2016, with the Institute having provided learning, training and related knowledge-sharing services to over 120,000 individuals across all Member States. These outputs were achieved through the delivery of 1,418 events, with 69 per cent designed around specific learning objectives and 31 per cent comprised of broader knowledge-sharing events such as conferences, side events and public lectures.

In preparation for its next strategic framework covering the period of 2018-2021, UNITAR is engaged in consultations with its Board of Trustees and other key stakeholders on how to best position the Institute in order to make a meaningful, cost effective and impactful contribution towards the implementation of the 2030 Agenda. UNITAR has laid the groundwork for this planning exercise, which has resulted in a Six-point Vision Statement, focusing on growth, modernization, innovation, quality assurance, visibility and openness and inclusivity.



The financial performance of UNITAR reflects stability and modest growth. Total income for the biennium ending 31 December 2015 was \$54.2 million, marking a 25 per cent increase over 2012-2013 figures of \$43.3 million. The Institute has made noteworthy progress on reversing the declining trend of non-earmarked contributions to the General Fund with the generous support from the Algerian government.

The Secretary-General recommends that Member States commend the Institute for its growth in beneficiaries since 2014 and welcome the new strategic direction that UNITAR is taking in order to make a meaningful, cost effective and impactful contribution to the implementation of the 2030 Agenda. The Secretary-General also recommends that UNITAR continue its efforts to respond to learning and other capacity needs in accordance with its mandate and the outcomes of relevant international conferences, including in particular the 2030 Agenda and the United Nations Third International Conference on Financing for Development in Addis, COP 21 in Paris and COP 22 in Marrakech and the UN World Conference on Disaster Risk Reduction in Sendai conferences; and that Member States and other stakeholders, including relevant United Nations entities, strengthen partnerships with the Institute given its expertise in the field of learning, applied research and satellite mapping.

I. Introduction

1. The United Nations Institute for Training and Research (UNITAR) is a dedicated training arm of the United Nations. Aiming to strengthen the effectiveness of the United Nations, UNITAR's mission is to develop the capacities of individuals, organizations and institutions, primarily in developing countries, to enhance global decision-making and to support country-level action for shaping a better future.

2. In pursuit of this mission, the Institute places great emphasis on the delivery of learning-related products and services, with the aim to bring about changes in behaviour, enhance on-the-job performance and develop other capacities of its beneficiaries, be they individuals or organizations. Parallel to its learning-specific services, the Institute also engages in training-related, research and advisory services to support governments and other actors in the achievement of broader social and economic outcomes, such as strengthened multi-stakeholder participation in decision-making, early ratification and implementation of environmental agreements or enhanced relief coordination of humanitarian agencies in the wake of natural disasters.

3. On 1 October 2015, a new Executive Director of the Institute was appointed following a three-year transitional period in leadership. The appointment coincided with the adoption of the 2030 Agenda for Sustainable Development and the Institute's 2016-2017 programme budget covering the second half of the 2014-2017 strategic framework. In preparing the budget's results framework, UNITAR undertook an alignment exercise, matching proposed programming with the 2030 Agenda, and found that many areas were aligned with the Sustainable Development Goals (SDGs), with 14 of the 17 Goals covered. UNITAR also revised its strategic framework to include a sixth high-level programme area focusing on strengthening the implementation of the 2030 Agenda and developing the capacity of national partners as they explore the new agenda; internalize and mainstream it through their own national policies, programmes and plans; and monitor and evaluate progress. Section II of the report provides an update on the key achievements of the framework's implementation, with data and information provided through the end of 2016.

4. The 2030 Agenda provides an undeniable opportunity to bring about widespread and positive change for humanity, and UNITAR is engaged in consultations with its Board of Trustees and other key stakeholders on how to best position the Institute's assets in order to make a meaningful, cost effective and impactful contribution towards the implementation of the Agenda, as well as the other major outcomes from 2015, including those of the disaster risk reduction (Sendai), climate change (Paris) and financing for development (Addis Ababa) conferences. Section III will present the results of these initial consultations.

5. Section IV addresses the financial situation of the Institute, which is marked by sustained levels of income and a reversal in non-earmarked voluntary contributions to the UNITAR General Fund. Finally, in section V, the report concludes by recommending that the Member States provide their full support to enable the Institute to continue efforts to meet learning and other capacity needs in accordance with its mandate and strategic framework, and Member States and other

stakeholders, including relevant United Nations entities, strengthen partnerships with the Institute given its learning-related expertise.

II. Progress in implementing the 2014-2017 strategic framework

6. During the 2014-2015 biennium, the Institute provided training and knowledge-sharing services to 73,610 beneficiaries, representing the largest outreach ever recorded in its history. UNITAR delivered a total of 962 events, equivalent to some 4,301 event-days, 88 per cent of which were designed with specific learning outcomes. Individuals from all UN Member States benefited from UNITAR's services, with 80 per cent of training-related beneficiaries coming from African, Asian, Latin American and Caribbean, and Middle Eastern countries, and more than half representing national, state and local government sectors. Through its Operational Satellite Applications Programme (UNOSAT), UNITAR produced 628 maps and reports in 2014-2015 to support the international humanitarian community in decision-making and operational coordination in the field.

7. The Institute targets primarily beneficiaries from developing countries, with 77 per cent of training-related beneficiaries coming from this grouping (and 32 per cent of all beneficiaries from the Least-developed Countries (LDCs) in 2014-2015 (similar to 2012-2013). The female-male gender ratio of the Institute's training-related beneficiaries was 35:65 (and 43:57 when not including beneficiaries from UNITAR's peacekeeping-related programming which targets male peacekeepers from African countries).

8. Feedback from beneficiaries continues to be positive, with 92 per cent of respondents agreeing or strongly agreeing that training has been overall useful. The Institute also regularly measures post-training application/transfer of knowledge and skills. Based on a random sample of some 3,000 participants from 2015 learning events, 79 per cent confirmed having applied knowledge or skills to their respective workplaces.

9. The third year of the Institute's 2014-2017 strategic framework was marked by a notable increase in the number of beneficiaries in comparison to previous years. UNITAR provided training and knowledge-sharing services in 2016 to some 54,840 individuals, representing a 28 per cent increase over 2015 figures. This increase was due primarily to the further development of the online introductory course on climate change, now available in English, French and Spanish languages, and the delivery of the African Contingency Operations Training and Assistance Programme (ACOTA) in Africa, with 8,800 and 12,946 participants trained, respectively. Some 34,000 participants of the Institute's overall beneficiary outreach took part in specific learning-related events, representing a 36 per cent increase over 2015 figures. Eighty per cent of the Institute's training-related beneficiaries came from African, Asian, Latin American and Caribbean and Middle Eastern countries.

10. The Institute has taken a number of concrete steps to enhance gender mainstreaming and promote the empowerment of women. In addition to including in the budget specific programming areas related to these objectives (e.g. empowering women in decision-making and leadership and building capacities of women to promote tsunami-based disaster risk reduction), the Institute has identified gender

parity of beneficiaries (with the exception of its peacekeeping training which continues to target male military and police personnel) as one of the corporate key performance indicators for 2016. With the actual 2016 female-male ratio (without including beneficiaries from peacekeeping training) falling short of this target, at 44:56, UNITAR will continue efforts to reach its gender parity target for 2017. To help promote gender dimensions in programming and operations, the Institute has established a policy on Gender Equality and the Empowerment of Women and has been contributing since 2015 to the annual United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women reporting exercise. The Executive Director also participates in the Geneva Gender Champions Initiative, demonstrating a personal commitment to promoting gender parity.

11. The Institute's overall outputs in 2016 were produced with an annual budget of some \$25 million and the delivery of 456 events, equivalent to 2,963 event days, and a dynamic corps of engaged and motivated professionals. With a present 42:58 female-male ratio, UNITAR closely monitors its staff composition and is committed to ensuring broad geographical representation with a view to promoting staff diversity. The Institute continues to engage a broad spectrum of interns, trainees and other collaborators in its programming and operations with a view to supporting their career development and meeting organizational needs.

1. Strengthening multilateralism

12. Since the Institute's establishment over 50 years ago, strengthening knowledge, skills and awareness of delegates to perform effectively in the United Nations has been an important and strategic dimension of UNITAR's programming. With the primary objective to 'level the playing field' between developed and developing country delegations, the Institute's Core Diplomatic Training (CDT) enhances delegates' understanding of the UN system, organs and procedures; strengthens diplomatic skills relevant to conferences and negotiations; and supports efforts to build a more effective multilateral system. Through the organization of 41 CDT activities held in Geneva, New York and Vienna, the Institute trained more than 1,567 delegates in 2015 and 2016. To complement its extensive suite of individual training events, UNITAR launched an Executive Diploma in Diplomatic Practice in 2015, enabling delegates based in Geneva to obtain an executive diploma level recognition for successfully completing ten CDT events within a year. Following the success of the first two editions, UNITAR launched a similar diploma programme in 2017 for the international community in Vienna.

13. As reported in 2015 (see E/2015/12), UNITAR established the Algerian Scholarship Fund in 2014 following a generous contribution from the Algerian government to support the strengthening of capacities of delegates from developing countries. This fund has enabled the Institute to waive CDT course fees for 366 developing country delegates in Geneva and New York during 2015-2016, with close to half of the scholarship recipients being female and approximately a third being African. The fund complements important support that Sweden has provided to sponsor developing country participation in diplomatic training in New York, with some 431 delegates benefitting from training activities during 2015-2016.

14. As noted in the introduction, UNITAR is working to empower women in decision-making and has launched a Women's Leadership Programme, with the aim to address the gender imbalance that exists on delegations to multilateral conferences. During 2015-2016, the programme has trained over 400 delegates through eleven activities implemented in partnership with diverse organizations, including the International Telecommunications Union (ITU), the United Nations Development Programme (UNDP), the World Intellectual Property Organization (WIPO), the World Meteorological Organization (WMO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

15. In addition to its core training curriculum at UN Headquarters and Offices, UNITAR continues to design customized training at the request of and/or in partnership with Ministries of Foreign Affairs, Diplomatic Academies and other Ministries, including those from Algeria, Japan, Mozambique, Myanmar, Qatar, the Russian Federation, Saudi Arabia, Thailand and the United Arab Emirates; United Nations agencies, including the Food and Agriculture Organization (FAO), UNDP, the United Nations Office at Geneva (UNOG), UN Environment, United Nations Industrial Development Organization (UNIDO), the International Telecommunications Union (ITU) and the World Intellectual Property Organization (WIPO); and with international or regional organizations, including the Global Fund, the Gulf Cooperation Council, and the Organisation Internationale de la Francophonie (OIF).

16. Supporting participation in climate change diplomacy in the lead up to the 21st and 22nd Conferences of the Parties of the United Nations Framework Convention on Climate Change continues to be an important thematic area under strengthening multilateralism. During 2015-2016, UNITAR delivered climate change diplomacy training activities through both residential and e-Learning courses, and developed knowledge, skills and awareness of more than 400 government officers and other stakeholders on the substance, processes and procedures of the climate negotiations.

2. Promoting economic development and social inclusion

17. With a view to contributing to the achievement of SDGs, the Institute continued to develop knowledge and skills of trade and finance-related stakeholders in the areas of poverty reduction, debt and prudent financial management, as well as in trade, regional integration and intellectual property for development. Over the course of 2015-2016, UNITAR trained some 3,937 government officials and other stakeholders in these subject areas, including over 1,500 government officials having been trained on international trade and investment and regional integration best practice issues. The Institute places emphasis on integrating quality, innovative and inclusive approaches such as ICT-based and multi-language training methodologies for wider outreach, greater impact and cost-effectiveness. Specific focus has been placed on strengthening collaboration and partnership with relevant international and regional organizations in Anglophone, Francophone, Ibero-American and Lusophone countries through joint work that leverages the respective comparative advantage and strengths of each institution.

18. As discussed in the 2015 report (E/2015/12) the Institute contributes to promoting youth employability through two specific initiatives: In close partnership with the Government of Algeria, UNITAR is implementing an entrepreneurship

training programme for young graduates. Designed with a participatory approach, the programme includes a training of trainers component to ensure sustainability. Over 28 trainers have now been capacitated to deliver training, and 300 young graduates have been trained by the trained trainers. Four African countries have requested UNITAR on the possibility of organizing a programme based on the Algerian experience.

19. In a second initiative, designed and implemented in partnership with the Petroleum Technology Development Fund of Nigeria, UNITAR continues to empower Nigerian youth to be employable in the oil and gas industry in the Niger Delta. At the end of the three-year project, planned for December 2017, the Institute expects that 29 of the selected participants will have graduated from the university with degrees in petroleum technology and available for the Nigerian oil and gas industry.

20. Parallel to engaging in important trade and youth employability-related programming, UNITAR continues to support the World Heritage inscription process through its annual World Heritage Nominations programme. Since its establishment in 2003, the programme has trained more than 400 professionals from 60 countries on the unique needs of World Heritage sites and nominations. UNITAR partners with regional offices of the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as the World Heritage advisory bodies, including the International Council on Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature (IUCN), to provide participants with the skills and knowledge required to develop more effective nomination dossiers, and support a credible World Heritage List of well-managed properties of Outstanding Universal Value.

21. The Global Network of affiliated International Training Centres for Authorities and Leaders (Centres internationaux de formation des autorités et leaders – CIFAL) continues to serve as a unique and instrumental vehicle through which UNITAR is able to reach out to government officials and other stakeholders worldwide and increase its visibility and impact in a wide range of thematic areas related to governance and sustainable development. Over the past two years, the CIFAL Global Network has grown to 16 centres, with the establishment of new ones in Buenos Aires, Manila, Newcastle and Zurich. Over the course of 2014-2015, some 23,000 individuals benefitted from the network's training and knowledge-sharing services.

22. In the field of international migration, UNITAR, with the support of the World Bank and other institutional partners, continues to lead a process by which municipal and regional authorities share best practices on governing greater diversity and mobility within urban centres. The Third Mayoral Forum on Mobility, Migration and Development took place in Manila in June 2016 and advanced the Call of Barcelona, in which cities around the globe stressed the need to provide greater voice and access to sub-national government in decision-making circles on migration. The Institute expects its role in supporting policy dialogues, providing capacity development to relevant stakeholders, advancing policy thinking on migration and its international implications, and facilitating access to new and emerging vectors of influence in an increasingly mobile world to be reaffirmed in 2017. The outcomes of the Mayoral Forum will continue to feed the Global Forum on Migration and Development and the International Organization for Migration

(IOM) Inter-Ministerial Conference. As part of the United Nations-European Commission Joint Migration and Development Initiative in 2015, UNITAR and its CIFAL Global Network will continue to implement migration projects that support local development within communities at points of origin and destination of Road Safety in Cities Initiative.

23. Emerging from a global momentum towards sustainable and multi-partner development, UNITAR, in collaboration with the City of Annemasse, France, created the Public Private Partnerships Annemasse Platform to assemble actors of public-private partnerships (PPPs) and offer a space for learning and knowledge-sharing. The Platform is built on two components: (i) regular international events, bringing together actors from the public and private sectors, as well as from international organisations, financial institutions, civil society and the academic sector, and (ii) a virtual platform, to continue exchanges started during the events and provide an interactive comprehensive repository on PPPs for sustainable development. The first international forum assembled 600 participants and 45 speakers from five continents in October 2015.

24. In 2016, UNITAR launched a new initiative to contribute to responding to the urgent need for action to curb road traffic casualties which claim more than 1.2 million lives each year, representing the ninth leading cause of death across all age groups globally and the leading cause among young people aged between 15 and 29 years. Reflecting the imperative to increase attention to road safety, the 2030 Agenda has set a goal of reducing road traffic deaths and injuries by 50 per cent by 2020. With a view to contributing to advancing this Goal, UNITAR launched in 2016 its “Road Safety Global Initiative in Cities” placing priority in countries with highest road traffic death rates, with a special focus on low-income countries, LDCs, and SIDS.

3. Advancing environmental sustainability and green development

25. The Institute continues to contribute to building human and institutional capacities to overcome critical environmental challenges and promote low carbon growth with a focus on activities in the areas of climate change, chemicals and waste management and environmental governance.

26. The One UN Climate Change Learning Partnership (UN CC:Learn) continues to grow and evolve, in response to a strong signal from the international community through the UNFCCC, that education for climate change remains one of the key means of implementation of the Convention. As countries move towards the implementation of their climate action plans, they will need to consider their related skills development needs across government. UN CC:Learn offers a process by which this issue can be addressed in a systematic way, deeply embedded within the civil service culture and national training institutions. The reach of the programme has extended from 5 pilot countries, to 16 countries globally based on clear and cross government demand in each case. Funding for the programme has been secured up to 2020 providing the ability to leverage considerable co-financing through the UN system and countries themselves. The UN CC:Learn e-learning platform continues to grow with more than 70,000 registrants and courses now available in most UN languages. The primary goal of the e-learning platform is to

improve climate change literacy among engaged publics, including civil servants, NGOs, academia and students.

27. In the area of environmental governance and democracy, UNITAR, in partnership with UN Environment, organized four regional workshops (Latin America, Caribbean, Middle East/North Africa, and Sub-Saharan Africa) to raise awareness about the Bali Guidelines on the implementation of Principle 10 of Rio Declaration on access to environmental information, public participation, and access to justice. Efforts to promote the implementation of Principle 10 continued with the publication of the guide “Putting Rio Principle 10 into Action”. In response to requests from several countries to initiate the development of national strategies and legal reforms to implement Principle 10 and the Bali Guidelines, UNITAR and UN Environment joined forces with UNDP, launching an inter-agency programme “Strengthening Capacities for Rights-based, Transparent and Accountable Environmental Governance” with the aim to strengthen the development and implementation of legislation for effective participatory environmental governance and justice in developing countries. This programme will have multiple benefits across all SDGs, given the direct links between environmental governance and the lives and livelihoods of communities and the Agenda’s rights-based approach. UNITAR, UNDP and UN Environment are seeking donors to fund the implementation of the programme.

28. The Institute’s programming in the area of chemicals and waste management also continues to expand. In 2014, UNITAR launched a two-year initiative to support 15 countries to accelerate the ratification of the Minamata Convention on Mercury. Funded by the Government of Switzerland, the initiative assisted countries to prepare ratification dossiers and identify actions for early implementation. In 2015-2016, the Swiss government provided additional funding to include six additional countries to the initiative. To date, 13 countries have successfully prepared and submitted their ratification dossiers and eight ratified the Convention. In 2015, UNITAR initiated a programme to support countries to develop their GEF-funded Minamata Initial Assessments (MIAs), in close coordination with UNDP, UN Environment, and UNIDO. Over 30 countries around the world have benefitted from this support and 10 countries are entering into the final stage of MIA development. In 2016, UNITAR initiated support to the Democratic Republic of Congo, Eritrea and Sierra Leone to develop MIAs and National Action Plans on Artisanal Small Scale Gold Mining (ASGM), and UNITAR is currently coordinating the global efforts to develop practical guidance on the formalization of ASGM by focusing on providing better working conditions to informal gold miners and reducing their exposure to mercury.

29. In partnership with the FAO, ILO, UNIDO, UN Environment, WHO, and the Organization for Economic Cooperation and Development, and with the support of the European Union, UNITAR is contributing to the expansion and promotion of the Inter-Organization Programme for the Sound Management of Chemicals Toolbox (IOMC Toolbox) to support the implementation of the Strategic Approach to International Chemicals Management. The Toolbox is designed to provide improved access to tools developed by IOMC participating organizations and to address national chemicals management challenges at the country level. It is expected that in late 2017, a third phase of the project will take place, focusing on increased outreach and training.

30. Parallel to the capacity-development projects listed above, in 2015, UNITAR initiated a project in partnership with UN Environment to assist Belarus, Cambodia, Ecuador, Kazakhstan, Moldova and Peru to implement their Pollutant Release and Transfer Registers, and in 2016 UNITAR trained 659 government officers and other stakeholders in the fields of the Globally Harmonized System for classifying and labelling chemicals and mercury inventory development through residential and online training.

4. Promoting sustainable peace

31. In the area of promoting sustainable peace, UNITAR has strengthened its high-level engagement activities with Members States, regional organizations and the United Nations. The Institute continued with the planning and facilitation of two high-level events, assembling the Special and Personal Representatives and Envoys of the Secretary-General (now in its thirteenth year) and the out-going, sitting and in-coming African members of the Security Council, together with the chair of the Peace and Security Council of the African Union and senior African Union Commission officials. Convened by Algeria and the African Union Commission in collaboration with UNITAR, this second event provided an opportunity for participants to receive briefings from AU Special Envoys and Representatives on the current peace and security situations on the continent, as well as a brief overview on the challenges facing the African Union Peace and Security Council.

32. As the initial concrete programme of the ASEAN-UN Plan of Action and announced by the Secretary-General at the 8th ASEAN Summit in 2016, the first UNITAR Regional Training Programme in Peacemaking and Preventive Diplomacy of the Asia-Pacific Region was held in Laos. Two Ambassadors counted among the 43 mid and senior level officials who took part from each ASEAN Member State, as well as from Bangladesh, Nepal, Papua New Guinea, Sri Lanka and Timor-Leste. The training programme included presentations of case studies and lessons learned from those involved in peacemaking and prevention efforts in a number of regions as well as theory and practice sessions in conflict analysis, listening skills, negotiation, and reconciliation. The sole female negotiator in the Bougainville peace process also took part and shared lessons from her involvement in the negotiations. Sessions focusing on enhancing women's participation in peace processes and in social transformation through community mediation were also included.

33. The fifteenth continental Training Programme to Enhance Conflict Prevention and Peacemaking in Africa was conducted in Addis Ababa in collaboration with the African Union. Thirty-one senior and mid-level officials from Offices of Presidents, from Ministries of Foreign Affairs, including a former Foreign Minister, from the African Union (AU), ECOWAS, from UN and AU peace missions on the continent strengthened skills in conflict analysis, negotiation, mediation and reconciliation.

34. Coinciding with the 70th anniversary of the atomic bombing of Hiroshima, UNITAR launched an annual training programme in Hiroshima on Nuclear Disarmament and Non-Proliferation in 2015, in collaboration with the United Nations Institute for Disarmament Research, the United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific and the Stockholm International Peace Research Institute. Focusing on giving junior to mid-level diplomats a deep

understanding of the current state of the nuclear debate, as well as detailed insight to the processes, protocols, and procedures required at disarmament and non-proliferation conferences, the programme trained 20 diplomats from Bangladesh, Indonesia, Malaysia, Mongolia, Myanmar, Philippine, Sri Lanka, Thailand and Vietnam over 2015-2016.

35. In the area of peacekeeping, UNITAR positions itself to advance a capability-driven approach by means of a comprehensive training offer designed to prepare civilian, military and police personnel for deployment in conflict and post-conflict environments. With a view to increasing the capabilities of African military forces, UNITAR launched a series of intensive training events to support the African Contingency Operations and Training Assistance (ACOTA) Programme. Within the ACOTA Programme, the Institute is responsible for the delivery of two orientation modules addressing both military officers and military contingents (non-commissioned officers). From January to December 2016, the Institute trained more than 12,000 beneficiaries through 24 sessions.

36. Building on these positive results and recognizing the lack of similar programmes for Formed Police Units, the Institute has launched the project “Sustaining Peace in Mali and the Sahel Region through Strengthening Regional Peacekeeping Training Capacities”. The project aims at contributing to international and regional efforts intended to sustain peace and security in Mali, by supporting the preparation of African FPU prior to deployment to the United Nations Multidimensional Integrated Stabilization Mission in Mali. The proposal envisages a close collaboration between UNITAR and the Ecole de Maintien de la Paix “Alioune Blondine Beye” (EMPABB) which, in turn, will lead to strengthened capacities of EMPABB to act as a centre of excellence for the preparation of military and police forces.

37. In the area of peacebuilding, UNITAR is strongly committed to supporting the global movement to promote the Culture of Peace. The Institute’s contribution focuses on efforts to enhance capacities of individuals, organizations and institutions – from grassroots to policy levels – to prevent and resolve violent conflicts and build sustainable peace. Building on activities implemented during 2014-2015, the Institute continues to develop innovative capacity-building approaches to contribute to international community’s efforts to end the use of children as soldiers, such as developing comic related to the challenges of reintegration and stigmatization of children formerly associated with armed groups and criminal gangs. The comics, developed in collaboration with Don Bosco Colombia and endorsed by UNICEF, have paved the way for the delivery of training of trainer courses aiming at equipping educators and youth leaders with the skills to use this material for learning purposes.

38. Guided by the 2030 Agenda, the Institute endeavours to contribute to ensuring inclusive and quality education for all and promoting life-long learning, by the delivery of four Master programmes (and related qualifications) in collaboration with prestigious academic institutions: Master in Conflictology, offered in partnership with the Universitat Oberta de Catalunya; Master in Humanitarian Action and Peacebuilding, offered in partnership with the Oxford Brookes University; Master in Electoral Policy and Administration, offered in partnership with the Scuola Superiore Sant’Anna and International IDEA; Master in United

Nations and the Art of Peace, offered in partnership with the Kyong Hee University and the World Federation of United Nations Associations.

39. Parallel to multiple initiatives in the fields of preventive diplomacy and peacekeeping, the Institute continued its efforts to contribute to post-conflict governance recovery in Afghanistan, Iraq and South Sudan. Since UNITAR initiated its efforts in 2003 in Afghanistan, over 460 Afghan participants have taken part in the UNITAR Afghanistan Fellowship Programme through training, coaching and mentoring strategies, with the broad objective of contributing to the organizational and human resource development of Afghan ministries and agencies. The Fellowship, an on-the-job training programme delivered over a six-month period, features a blended approach, combining face-to-face training and coaching; webinars; audio seminars; and needs-based project identification and development. Key in the 2016 cycle was a strategic review of the course material through an in-depth, needs-based analysis undertaken with local experts. As a result of this review, stakeholders included good governance, the results framework, social entrepreneurship, social accountability and gender empowerment.

40. The Fellowship is unique in that it incorporates selected graduates as junior faculty members in subsequent annual cycles, promoted to provide indigenous insight, contextualization and buy-in. Such graduates, first assigned as coaches and then as Afghan resource persons, are provided additional training in coaching, mentoring, and social entrepreneurship. In addition, one of the key elements of the fellowship is the pro-bono mentoring of participants by senior professionals from around the globe. These mentors, experts in their own right, engage online with fellows on a monthly basis, providing guidance, insight, and expertise, which results in the projects undertaken through the programme being indigenously developed, yet simultaneously, internationally reviewed. This further underscores the commitment of UNITAR and the Fellowship to sustainable, indigenous capacity-building for the country. The Fellowship continues to be well supported from within Afghanistan with the networks of like-minded professionals developed through the intensive capacity-building process seen as one of its key outcomes. Many graduates of the programme have become increasingly key decision makers within the public service and civil society, and include a Member of Parliament, as well as a number of Directors General, Vice-Ministers and Ministers.

41. Building on the Afghanistan Fellowship model, UNITAR has developed annual, six-month-long capacity building training programmes for South Sudan and Iraq, with the support of the Government of Japan. The UNITAR South Sudan Fellowship Programme began in 2015 and has completed two annual cycles with 45 graduates from government and civil society organizations. The Fellowship in South Sudan is tailored to the specific needs of the world's newest nation, with the second cycle transitioning, based on in-depth needs assessments and feedback from stakeholders, from project management, to a focus on youth leadership and social entrepreneurship. Further building on the lessons learnt, the UNITAR Iraq Fellowship Programme began in 2016 with 24 participants from the public sector, private sector, academic institutions and civil society organizations, and explores entrepreneurship and youth leadership in the context of Iraq. The South Sudan and Iraq Fellowships also incorporate South-South cooperation, with mentors selected from the alumni community in Afghanistan, who volunteer their time, insight and expertise to support participants in the Fellowship programmes.

42. Further building on the Institute's capacity strengthening efforts in Afghanistan and with a focus on gender empowerment, UNITAR has initiated a women's sports leadership training programme, based on the recognized benefits of female participation in sport to build self-esteem, facilitate social inclusion, challenge gender norms and provide opportunities for leadership and achievement. In 2015, with the support of USAID Women's Development Program, the Afghanistan National Women's Soccer Team undertook a week-long training programme in Japan, which built the capacity of the team, on and off the field, through formal training and a sports exchange with a local Japanese women's soccer team. A second iteration of the programme for the Afghanistan National Women's U-18 Soccer Team will be implemented in March 2017, focusing on youth leadership for women.

43. The Institute has extended its training in Africa to support regional efforts in the fight against corruption. Focusing on multi-stakeholder coalition building, the six-month-long training programmes, supported by the Government of Japan, build the skills and knowledge of a regional network of select professionals, emphasizing the important role of collaboration between government, civil society organizations and the media. The 2015 programme included 16 participants from eight countries in the Sahel region, including Burkina Faso, Cameroon, Chad, Mali, Mauritania, Niger, Nigeria and Senegal. The 2016 programme built upon the lessons learnt, and focused on North Africa, bringing together 24 participants from the public sector and civil society organizations in Algeria, Morocco and Tunisia.

5. Improving resilience and humanitarian assistance

44. Benefitting from close collaboration with the European Organization for Nuclear Research (CERN), the Institute, through its Operational Satellite Applications Programme (UNOSAT) is actively engaged in efforts to improve resilience and humanitarian assistance. UNOSAT's work places particular emphasis on geographic information systems (GIS) and satellite imagery, which are important tools to plan resilience and can provide timely and high-quality information to key decision-makers in times of humanitarian crises and natural disasters. Aiming to support the international humanitarian community with improved access to information for decision-making and operational coordination in the field, UNOSAT produced 333 satellite imagery derived maps and reports in 2015 covering natural disasters and humanitarian crises, including the ongoing conflict in Syria. At the request of the United Nations Office for Coordination of Humanitarian Affairs (OCHA), for example, UNOSAT provided assessments of damage following the earthquake in Nepal and the conflict in South Sudan. UNOSAT also continued supporting the World Health Organization for the response to Ebola, providing up-to-date satellite imagery used for access to and planning of Ebola treatment centres and surrounding areas. Regarding Syria, UNOSAT continued to provide mapping to OCHA, the United Nations High Commissioner for Refugees and other humanitarian agencies including monitoring of SC Resolution 2139. In 2015, UNITAR signed an MoU with UNESCO for the protection of cultural heritage sites using satellite imagery and other related technologies. This close collaboration resulted in a joint publication on how UNOSAT satellite analysis combined with

UNESCO archeological expertise assesses vulnerable cultural heritage sites in Syria, Iraq, Nepal and Yemen.

45. In parallel to these activities, UNOSAT has been leading two noteworthy capacity development projects to support GIS-related capacities of governments and organizations. In partnership with the Inter-Governmental Authority on Development (IGAD) and with support from the Government of Norway, UNOSAT is developing capacity in the use of geospatial technologies to address disaster risk reduction (DRR) in the Horn of Africa region. The project strengthens technical knowledge and skills in the use of GIS and remote sensing technologies for DRR to enhance planning, emergency preparedness, and prevention across the region; raise awareness on geospatial technologies for DRR and how to use this information for coordination, dissemination and decision making in the region; and improve service delivery and data delivery of IGAD and its partners, by developing an accessible geo-portal. In 2015 East Africa experienced the El Nino phenomena, which was closely monitored by the IGAD Climate Prediction and Applications Centre (ICPAC) with technical support from UNOSAT and building on the capacity built over the last three years. This allowed for live web-based mapping of drought and potential flood conditions, combined with climate outlook forecasts for gap analyses and provision of information for action at national level.

46. With support from the Government of Switzerland, UNITAR is also working in partnership with the Government of Chad to increase its resilience to climate change through the development of sustainable management of water resources and surface aquifers using advanced GIS and satellite technology. Improved access to water will have a direct impact on health, food security, the fight against poverty and the development of village and rural communities. The project's objects are to improve knowledge of water resources, to consolidate and develop initiatives in the sector, to strengthen national capacities in the fields of geology and geographic information systems and to better manage ground and surface water. In 2015, the second phase of this ambitious project started, focusing on the production of numerous hydro-geological maps covering central and western parts of the country. Transfer of knowledge to government offices responsible for hydrology and water resource monitoring included the establishment of a documentation centre for access to data, maps and literature about water resources in Chad. In connection with its various activities, UNOSAT has developed the knowledge and skills of 170 national and regional experts on the use of GIS and satellite imagery for disaster risk reduction and response, and natural resources management.

47. The Institute has continued its research on advanced technology applications for participatory analysis and collaborative computing using distributed systems, the cloud, and crowd sourcing methodologies. UNITAR, the University of Geneva and CERN have further increased their joint research effort also by up-scaling the joint Citizen Cyberlab, which is now housed at the "BioTEch Campus" in Geneva. The Centre acts as a technology lab hosting researchers working on web-based applications pertinent to the activities of the three founding partners: e-Health, particle physics, and satellite imagery analysis.

48. With the support of the Government of Japan, UNITAR collaborated with the United Nations Office for Disaster Risk Reduction (UNIDSR) to implement women's leadership training in Tsunami-based Disaster Risk Reduction. Coinciding with the inaugural World Tsunami Awareness Day in 2016, 28 senior female

participants, selected from government and civil society organizations from 14 Pacific Small Island Development States, including Cook Islands, Federated States of Micronesia, Fiji, Marshall Islands, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu, completed the nine-day training programme in Japan. In addition to strengthening the participants' knowledge of DRR and tsunami-based risk, the programme also offered skills training in critical areas: leadership, and multi-stakeholder coalitions as seen through the lens of change management. The programme also encouraged peer learning, knowledge sharing and the formation of a community of practice amongst the participants.

6. Building capacity for the 2030 Agenda

49. As mentioned in the introduction, UNITAR added a sixth programme area to its 2016-2017 strategic framework on strengthening the means of implementation of the 2030 Agenda and developing capacities of national partners, including efforts to mainstream the Agenda through national policies, programmes and plans, and monitor and evaluate progress. Under the guidance of an Advisory Council, the Institute has developed innovative solutions, open source tools and special learning support services targeting in particular the LDCs and SIDS as they begin the process of mainstreaming SDGs at the country level. The tools cover a wide range of areas on the localization of the SDGs and harmonization of global, regional and national commitments, the strengthening of multi-stakeholder platforms to the built-up of continuous national reviews and the development of national indicators, the creation of strong monitoring and evaluation systems and the alignment of budgeting processes with the localized SDGs.

50. UNITAR has produced a number of noteworthy achievements in this programming area, including the development of national briefing toolkits, produced jointly with the United Nations Development Group, to enable national experts to act as facilitators and lead SDG roll-out workshops to address capacity needs of government and other stakeholders, with concrete examples of actions taken from early-starters. Presently available in the English, French, Spanish and Russian languages, the toolkits have been tested in several African LDCs and countries in other regions. The toolkits build on the Introduction to the 2030 Agenda: A New Agenda for a Sustainable World online course aiming to develop an understanding of changes required from policy-makers and ordinary citizens to achieve the SDGs. Since its launching, the course has received some 300 registrations, with nearly half completing requirements.

51. At the 2016 High-level Political Forum, UNITAR organized two learning sessions, including one on harmonizing global, regional and national commitments to implement the SDGs, with discussions focusing on new types of integrated planning to reflect key commitments stemming from medium- and long-term national priority-setting exercises; and one on strengthening national reviews and monitoring and evaluation systems for the SDGs, with discussion focusing on the challenges of building mechanisms to ensure regular and inclusive reviews of progress at national and sub-national levels. The Institute also co-organized with UNDP a regional workshop on "Developing National Evaluation Capacities to Support the Implementation of the 2030 Agenda", with participants from Fiji, Indonesia, Malaysia, Mongolia, Nepal, Pakistan and Philippines.

52. A learning conference will be organized on March 2017 in Abuja for English-speaking LDCs on “Holistic approaches for the implementation of the 2030 Agenda”. Senior government officials in charge of the implementation of the 2030 Agenda in their country have been invited, covering the 17 English-speaking African LDCs. The objective of this learning conference is to provide a practical learning and knowledge-sharing space for decision-makers in charge of leading the process of mainstreaming the SDGs in their governments, or for mid-level officers tasked with supporting them. The conference offers an opportunity for policy practitioners to exchange, learn and identify solutions to the immediate challenges of mainstreaming the SDGs in their respective professional environments. It will take into account key issues faced by LDCs in Africa: the way public institutions get mobilized to implement the 2030 Agenda, integrated planning and policy-making, mobilization of domestic resources, monitoring and evaluation for the SDGs, and stakeholder engagement.

53. UNITAR is also engaged in developing a programme aimed at strengthening the capacities of National Statistical Offices (NSOs) to support improved data availability for the implementation of the 2030 Agenda, with an initial focus on the SIDS. Undertaken in collaboration with the UN Statistics Division, UNITAR plans to deliver an initial series of workshops for SIDS in the Caribbean, Asia-Pacific and African regions, with a focus on the compilation of national SDG indicators, establishment of baselines and improvement of data collection and dissemination. It is expected that this programme will also help in the future to strengthen the capacities of NSOs to use data from new sources, thus filling in critical data gaps in a number of areas.

III. Toward a new strategic framework

54. The Institute has been engaged in a process to articulate the next strategic framework covering the period of 2018-2021. Over the past six months, UNITAR has laid the groundwork for this planning exercise, which has resulted in a Six-point Vision statement, focusing on growth, modernization, innovation, quality assurance, visibility and openness and inclusivity, and a concept paper entitled “The UNITAR We Want”, which outlines how the Institute intends to re-organize itself internally to best respond to the new framework for international cooperation. At its Fifty-seventh Session in November 2016, the Institute’s Board of Trustees welcomed with appreciation these two documents and on this basis, requested the Institute’s management to prepare the strategic framework covering the period of 2018-2021.

55. The Institute will give high priority to the principles enshrined in the 2015 conference outcomes, including the need for strengthened partnerships, whole of government and society approaches, leaving no one behind and reaching the furthest first. At the Institute’s core, programmes will continue to be the drivers in achieving development results. In contrast to past practices where a large number of programmes operated independently, however, programmes will be clustered under four thematic pillars, in close alignment with the 2030 Agenda: Peaceful and Just Societies; Prosperity through Economic Development; People and Social Inclusion; and Planet, Environmental Protection, Restoration and Climate Change. The Institute’s existing programming in the areas of strengthening multilateralism,

satellite applications and the 2030 Agenda capacity building support, as well as programming delivered by the Institute's out-posted offices in Hiroshima, New York and Port Harcourt, Nigeria will work across all pillars in a more coherent manner to add value, mainstream expertise and strengthen programmatic delivery in terms of breadth and depth of training content, impact and audience.

56. Given the integrated nature of the 2030 Agenda and the SDGs, it is important to emphasize that neither the thematic pillars nor the crosscutting dimensions would be monolithic or work in isolation. Indeed, an inherent characteristic of the Agenda is its integrated and interconnected nature. While some programming moving forward may reflect a highly sector or Goal-specific approach, UNITAR programming will increasingly manifest cross-sectoral, integrated approaches to achieving results.

57. The proposed new working system will also include four important functional components, each of which would provide strategic inputs to the Office of the Executive Director and regularly service the programming core. These functions include: Resource Mobilization and Partnerships; Strategic Planning, Performance Monitoring, Evaluation and Quality Assurance and Learning Support; Strategic Communications; and Operations, comprising Administration and Procurement, Human Resources, Finance and Budget and Information Technology.

58. In terms of beneficiary reach, UNITAR will focus increasingly on 'reaching the furthest first' by working to address the learning and broader capacity development needs of beneficiaries from countries in special situations. While participants from developing countries continue to account for more than three-quarters of the Institute's overall beneficiary base, those from the LDCs and the LLDCs and SIDS are often 'left-behind'. During the 2014-2015 biennium, for example, participants from the latter two groups of countries only accounted for a fraction of the Institute's training-related beneficiaries, with participants from SIDS at 3.5 per cent and LLDCs at 18 per cent.

59. In addition to working to meet the learning and other capacity needs of those most in need, UNITAR will work to expand its portfolio by developing programming in areas that are either undeveloped or underdeveloped, such as disabilities, gender equality and women empowerment, green economy, health, migration, sustainable tourism and preventing violent extremism.

60. Communications will play a crucial and pivotal role in realizing the Six-point Vision. A new Communications Strategy was issued in 2016, which aims to contribute to the overall goal of the Institute by defining the direction of the Institute's communication activities at both the corporate and programme levels, and delivering a number of specific actions to support the concretization and implementation of the and its objectives of strengthening branding, effectively delivering communication and engaging stakeholders.

61. The Institute also issued a revised Resource Mobilization Strategy in late 2016 to guide fundraising efforts over the next five years. The Strategy's overall objective is to increase UNITAR's budget and matching revenue by an average of 6 per cent annually, which would result in an increase from the present budget from the current biennium level of \$51.3 million to some \$64 million for 2020-2021. The strategy sets seven targets and articulates key action points and initiatives that will be taken to achieve this overall growth objective.

III. Financial situation of the Institute

62. The Institute's financial situation continues to be evidenced by stability and growth. Total income for the biennium 2014-2015 was \$54.2 million, representing a 25 per cent increase over 2012-2013 figures of \$43.2 million.

63. The Institute continues to be heavily reliant on a small number of donors; the top 10 donors contributed some 72 per cent of the total donor contributions for the year 2015. UNITAR has concluded several multi-year agreements with partners, significantly increasing its balance of receivables. Voluntary contributions to the General Fund have also increased significantly, due largely to a strategic partnership with the Government of Algeria which was initiated in 2013. Over the course of the 2014-2015 biennium, Algeria provided more than \$2.26 million in voluntary contribution to the General Fund, and UNITAR welcomes the continued engagement and support of the Algerian government moving forward.

64. Overall, UNITAR remains in sound financial health; its accumulated surpluses increased from \$16.0 million in 2014 to \$21.0 million in 2015, resulting from a reported surplus for the year of \$1.9 million and a reduction of \$3.1 million in the actuarial valuation of the postemployment liabilities. Current ratios have improved, due predominantly to the holding of only short-term investments and an increase in voluntary contributions receivable from the signing of multi-year agreements. UNITAR range of key financial ratios also confirm that there are sufficient net assets to meet both its short-term and longer-term liabilities.

65. Until 2015, the accounting records of UNITAR were maintained on the Integrated Management Information System of the United Nations, which was administered by the United Nations Office at Geneva. After approval had been obtained from the Institute's Board of Trustees in December 2014, a business case was submitted to the Office of the Controller of the United Nations to formally adopt the ATLAS enterprise resource planning system administered by UNDP. The Institute received an unqualified audit opinion of its financial statements from the United Nations Board of Auditors.

IV. Recommendations

66. It is recommended that Member States commend the Institute for its growth in beneficiaries since 2014 and welcome the new strategic direction that UNITAR is taking in order to make a meaningful, cost-effective and impactful contribution to the implementation of the 2030 Agenda.

67. It is also recommended that UNITAR continue its efforts to respond to learning and other capacity needs in accordance with its mandate and the outcomes of relevant international conferences, such as the United Nations Third International Conference on Financing for Development in Addis, the Conferences of the Parties of the United Nations Framework Convention on Climate Change in Paris and Marrakech, and the United Nations World Conference on Disaster Risk Reduction in Sendai; and that Member States and other stakeholders, including relevant United Nations entities, strengthen partnerships with the Institute given its expertise in the fields of learning, applied research and satellite mapping.

68. It is recommended that Member States encourage UNITAR to align with the ongoing reforms of the UN development system, including in the finalization of its new strategic framework 2018-2021 with a view to enhance effectiveness, efficiency and coherence.
