

Programme Performance Report

2008 - 2009

Programme performance reports provide self-assessment summary of quantifiable, non-quantifiable, unintended and managerial accomplishments for the biennium 2008-2009. The reports also summarize challenges, obstacles and unmet/postponed outputs/goals.

All programmes and other divisional units providing training and research services and which were included in the biennium budget 2008-2009 with expected accomplishments and performance measures are required to report on actual accomplishments in comparison with those targeted at the outset of the biennium.

For the biennium 2008-2009, the following organizational divisions were required to submit reports:

Support Services Department:

New York Office
Hiroshima Office

Research Department:

Knowledge Systems Innovation Unit

Training Department:

Environment Unit

Environmental Governance Programme
Climate Change Programme
Chemicals and Waste Management Programme

Peace, Security and Governance Unit

Multilateral Diplomacy Programme
International Law Programme
Peacemaking and Conflict Prevention Programme
Peacekeeping Training Programme

Governance Unit

Public Finance and Trade Programme
Local Development Programme
E-Governance Programme

Notes: Document for internal use only.

Text on quantifiable accomplishments, including indicators, may be shortened due to space constraints.

SUPPORT SERVICES DEPARTMENT

New York Office

Hiroshima Office

New York Office (NYO)**1. Highlights of results:**

The New York Office has worked to transform all its 35 courses offered annually by UNITAR at UN Headquarters, into executive-style training: concise; accessible; and directly relevant to professional responsibilities. 3,759 beneficiaries were trained in the past biennium 2008/2009 through a total of 65 courses, thereby maintaining a constant level of beneficiaries and number of courses as in the previous biennium. With greater emphasis on strengthening internal expertise, UNITAR staff played a more visible and engaged role as expert facilitators in 2009. Each training course was evaluated through a new evaluation form, and aggregated feedback confirmed high participant satisfaction and relevance of courses. Quality assessments and general feedback were also made directly with beneficiaries through one-on-one post activity interviews in cases of pilot implementation, and through the end of year consultation meeting with beneficiaries, which took place on 3 December 2009. Elements of the curriculum newly developed and implemented included a course on Elections to UN organs, a six-workshop two-tiered negotiation training series, and an in-depth course on UN reform.

In 2009, the liaison function for the New York Office also increased exponentially as it: implemented high-level trainings such as the Secretary-General's senior management retreat on 7 September 2009; represented the Institute before inter-governmental bodies including the 2nd and 5th Committees of the General Assembly, ECOSOC, ACABQ; reported and fielded all requests for reporting to the UN bodies and intergovernmental processes; represented, advocated and assisted all programmatic activities as required in New York; and facilitated Institute-wide reforms vis-à-vis relevant counterparts at UN Headquarters. The overall responsibilities for representing the Institute in New York occupied roughly over half of the head of office's time in 2009, whereas in 2006-2007, it represented ten per cent.

2. Programme performance**2.1 Quantifiable accomplishments:**

In 2008-2009, 3759 beneficiaries were trained by UNITAR at the UN in New York. 65 training courses were implemented. Six new partnerships were signed and or extended.

2.1 Accomplishments	Indicator(s) of achievement (Text may be shortened / abbreviated for space constraints.)		Measure(s) of achievement			
			Target		Actual	
Increase number of beneficiaries who participate in NY office training activities two-fold over the biennium 08/09.	1	Number of participants	a	8,400	a	3,759, trained in 65 courses
Increase number of donor-pledges threefold over the next biennium	2	Amount of funds raised	a	2,312,826 USD	a	763,000 USD

Launch of four additional training packages in line with those successfully launched in previous biennium	3	Number of training packages launched	a	Four	a Five new packages developed: 1) Two-tier Negotiation Series; 2) New Courses under Migration and Development Series; 3) UN Reform seminar; 4) A la carte diplomacy training for Mexican legislators; 5) Workshop on Elections to UN organs
Strengthen coordination and collaboration with relevant units at Headquarters	4	Number of experts from HQ at NY trainings	a	Eight experts from HQ in NY trainings	a Eight (5x MDP; 1xCC; 1x ICT)
	4	Staff assigned as counterparts to HQ units	b	none	b Focal points assigned in areas of Environment, Migration, ICT, International Law, AFS
	4	Input on all collaborative efforts including joints proposals	c	All (2006/2007: Support for two units)	c Units at HQ were fully supported as required, including UNOSAT, PTP, MDP, ICT, Environment, IL

Align New York Office with broader agenda of support office network established by the Institute	5	Efforts in strategy development	a	none	a	Assisted in presentation and implementation of strategic reforms as they pertain to Institute and to support offices; assist in the negotiation of additional support offices, promote work of other support offices and revamping of CIFAL network

2.2. Non-quantifiable accomplishments:

1. In 2009, UNITAR was officially recognized for its role in advancing migration policy at the UN, and for a 7-month period, successfully chaired the inter-agency Global Migration Group (GMG) during which time Principals of GMG member agencies recommitted themselves to this process at the principal level.
2. Following the Secretary-General's meeting with UN training and research entities on 5-6 May 2009, UNITAR was solicited to lead comprehensive reform efforts by the institutes in the areas of administration and finance, and to support efforts to make outputs from training and research entities of the UN more directly relevant to the UN as a whole.
3. Following the Secretary-General's senior management retreat in September 2009, UNITAR was solicited by the EOSG to develop proposal for follow-up mechanism for the recommendations endorsed.
4. ACABQ praised UNITAR for its progress in its report A/63/744, when endorsing SG report A/63/592. In the same report, it also took historic decision to approve for a one-time subvention of \$600,000 to support UNITAR diplomatic training activities. (Despite this accomplishment, the proposal not approved by GA in March 2010.)
5. In November 2009, at its beneficiary feedback meeting in New York, UNITAR widely praised by wide array of countries (from Algeria to the US) for its work.
6. The level of in-kind contributions as well as the number of new partnerships increased significantly during 2008/2009. New training partnerships were established with world-known academic institutions, including

Yale University, Fletcher School / Tufts University, and Georgetown University. Furthermore, UNITAR proved its unique positioning in the UN system as convener for interagency dialogue and/or training by involving an unprecedented number of experts from UN partner institutions in its NY-based activities.

2.3 Unintended accomplishments:

1. UNITAR NYO has been solicited repeatedly in 2008/2009 to extend its course offerings in NY and to develop new course package. Topics on which UNITAR was solicited included seminars on peacekeeping issues; workshop on the UN budgetary process for 5th Committee delegates; additional procedural courses, such as protocol; etc...
2. UNITAR NYO produced the first promotional video-clip within most limited resources. The video has been posted on UNITAR website, and introduces into the Institute's work in a style that is accessible to larger audiences.
3. UNITAR NYO secured additional fellowships for the joint international law fellowship programme with Columbia Law School and New York University. In 2009, NYO committed to increase number of visitors to their law courses by 50%. Columbia University showed similar interest, but capacity currently not allows.
4. Intended, but not made an explicit target, are high scores in participants' evaluation: Evaluation feedback confirmed high-quality of trainings, as 96% of respondents expressed satisfaction with the course attended ("good" or "very good"), and also 96% would recommend the attended course to a colleague.

2.4 Managerial accomplishments:

1. UNITAR, through representation by NYO, achieved successful praise in inter-governmental fora.
2. UNITAR NY continues to generate stable revenue base, despite deteriorating external factors (economic crisis).
3. UNITAR NY solicited by most UNITAR programmes to provide support and coverage.

3. Challenges, obstacles and unmet/postponed outputs/goals:

With regards to the discrepancies on the first two indicators of achievements (number of participants; pledged contributions), both internal and external factors impeded the full achievement of the quantitative target. Institute-internal factors largely relate to the fact that the targets were formulated before the internal reform process was launched. Actual results are thereby significantly shaped by NYO contribution towards the realization of the Institute's reform.

Re (1) "number of beneficiaries": The number of beneficiaries was maintained, not increased, as emphasis was placed on priorities relating to the implementation of strategic reforms. A mere increase of beneficiaries may have run counter to the overall strategic priorities, which included: securing quality and diversity of course offerings; strengthening evaluation and monitoring; building in-house expertise; and coordination with all areas of UNITAR in content development and implementation. These priorities are reflected under non-quantifiable and unintended accomplishments, and achievement of these strategic priorities is further confirmed by full achievement of indicators 3-6 in above table.

Re (2) "donor pledges": The amount pledged by donors was not increased as targeted. In line with full implementation of the strategic plan, emphasis was placed on: increasing the visibility and credibility of the Institute; presenting a comprehensive view and supporting the full rationalization of the Institute's structure

and functioning. These priorities, which were supported actively by the New York support office in 2008-2009, are reflected in the accomplishments herein, incl. implementation of SG retreat; campaign before 5th Committee; representation in GA and ECOSOC; representation of changes and reforms before ACABQ; other parts of UN system and donors for Institute as a whole and for specific programmes including PTP, UNOSAT, ILP, Governance Unit, etc; and managing high-level inter-agency effort (GMG); etc). As a result, and in addition to the global financial downturn beginning in August 2007 which negatively affected donor's willingness and capacity to pledge contributions, the target budget for this period is less than what was envisioned.

Training logistics in terms of securing rooms were challenged by the Capital Master Plan, leading to limited access to conference rooms at UNHQ. Continued difficulties and costs are anticipated for 2010/11 in this regard.

Finally, NYO remains constrained in its training deliver and representational capacity by constraints in office space. A more appealing and larger office space would allow further improvements of operations across the board.

RESEARCH DEPARTMENT

Knowledge Systems Innovation Unit

Knowledge Systems Innovation (KSI)

1. Highlights of results:

Major achievements are related with successful initiatives, championing the utilization of innovative tools, which contributed to significantly change and improve the work of the Institute, particularly in the area of technology-enhanced learning and training design as a whole. KSI has successfully coordinated a pilot initiative with open source software for technology-enhanced learning (Moodle). It identified the opportunity while supporting the development an e-Learning course for the Local Development Programme. Resources and efforts were optimized to a maximum level so as to serve the Institute as a whole. As a result, concrete advantages could be identified, particularly regarding costs, flexibility, and methodological approaches for e-Learning courses. The outcome was the Executive decision to have all e-learning courses delivered through this new virtual learning environment. On learning and training design, the catalogue of training methods and tools was designed and became the first collaborative web 2.0 tool implemented at the Institute. Research activities contributed to the identification of important gaps on instructional design in basic aspects such as learning objectives and assessment activities, which consequently contributed to a greater expansion of the training terms catalogue from a descriptive to a more practical tool, including toolkits and job aids. Job aids such as the ones on "learning objectives" and "criterion-referenced tests" have later provided important support to the work of the Monitoring and Evaluation unit on developing a more systematic approach to the evaluation of training activities. On aspects of quality standards, research activities led to the identification of a process to establish standards for e-learning courses for capacity building (ECBCheck Standards). KSI has successfully integrated UNITAR as one of the core institutions in the process. The Institute is now featured as one of the partner institutions in the project, is a member of the advisory board and integrates the sub-committee for drafting and revision of the criteria.

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement	
		Target	Actual
1. Multilingual learning platform tested	Learning platform running; courses and activities in different subject matters implemented.	Implementation of virtual learning environment capable of expanding training offerings in number of activities and beneficiaries.	Pilot platform installed and tested with three courses successfully implemented (2 English; 1 French)
2. Research on training tools, methodologies, and instructional design approaches conducted	A catalogue of training methods and tools and terminology glossary developed.	Development of unified catalogue Training methods and tools	Online catalogue designed and implemented (operational internally), holding over 300 specialized entries

3. Strategic alliances and partnerships established with education and training institutions	Partnerships established for the joint delivery of certified courses, according to national/regional standards	Implement partnerships with standardized training institutions in Africa, Asia, South America	Postponed: Regional mechanisms are being implemented. Partnerships (content sharing; joint delivery) with UN agencies
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2.2. Non-quantifiable accomplishments:

The catalogue of training methods and tools was expanded into a knowledge base tool, featuring toolkits, job aids, guidelines, templates and web-based resource materials on professional development, knowledge management and organizational development. It is integrating methods and tools on monitoring and evaluation, directly contributed by the M&E section. Implemented as a website the tool is facilitating collaborative work within the Institute and offering opportunities for external expansion. On aspects related to quality standards, UNITAR now integrates a core group of institutions composing the advisory board of the Open ECBCheck Standards (for eLearning on capacity building). KSI's manager, representing UNITAR, has integrated the drafting committee, composed by FAO, ITC-ILO and UNU, which was responsible for the final review of the set of criteria prior to its release. These actions demonstrate externally the Institute's commitment to align its training activities and services to recognized standards of quality.

2.3 Unintended accomplishments:

- Conclusion of the first cooperation agreement with UNDP (Governance Unit) for utilization of the contents of the democratic governance course, which has later led to discussions to develop an overall framework agreement between UNITAR and UNDP.
- Customization and instructional design of UNDP 10-module-course on democratic governance: pedagogical approach, learning objectives, assessment exercises, and visual aids.
- Support to the EDO on the initial phase for the establishment of UNITAR's office in Brazil, including elaboration of the executive agreement with Ministry of Planning.
- Coordination for the establishment of a partnership agreement with the Commission of Portuguese Speaking Countries (CPLP).
- Elaboration of a national capacity-development strategy for the Government of Cape Verde to support the government reform process – project developed in association with the EDO.
- Coordination of the dialogue and process leading to the signature of a partnership agreement for CIFAL Curitiba on the basis of new guidelines established for CIFAL centers.
- Coordination for the migration of the series of elearning courses (PFT, MDP, ILP) into the new virtual learning management, assuring the non-disruption of services (PFT).
- Development of skills of staff to work on the new virtual environment: in the 2nd half of 2009 two training sessions were implemented for the staff and 9 specialized coaching sessions were organized for PFT's consultants and collaborators. These actions responded to the Executive Office's decision (July 2009) determining that by January 2010 UNITAR would deliver all its online courses through Moodle.

2.4 Managerial accomplishments:

- Implementation of the first collaborative environment based on web 2.0 within UNITAR (wiki on training methods, tools, and terminology);
- Implementation of an open source learning management system (Moodle) that offers better conditions and advanced flexibility for the Institute;
- Coordination of the instructional design and implementation of the pilot session of the course "Governance in Urban Sanitation", including a mix of innovative learning approaches and compliance

with Open ECBCheck quality standards, for the Local Development Programme;

- Coordination of the 1st phase of a pilot exercise on ECBCheck standards (self-assessment course “Governance in Urban Sanitation”), having the course ready to advance to the 2nd phase of the certification process.
- Coordination of the production and peer-revision of the 2nd edition of the book “International Law – Biological Diversity”; ready-for-press manuscript delivered to the International Law Programme.

3. Challenges, obstacles and unmet/postponed outputs/goals:

The major challenge is related to human resources sustainability. The unit is not adequately equipped and staffed. Its work is rooted on gratis personnel (trainees, interns), which impacts on a more lengthy delivery of results. Additionally, the frequent turnover requires continuous investment on training (compromising managerial time) and makes it impossible to retain institutional knowledge. As an illustrative example, the conduction of research on regional standards for certification, due to its complexity, has already involved three different collaborators with consequent time invested in transferring the work/knowledge. It is similar with the research work conducted on training methods and tools to sustain the constant update of the catalogue.

The lack of basic knowledge related to training design on the part of some of the staff engaged with the implementation of learning activities is also a challenge when it comes to introducing adult learning methods and principles. Rather than presenting new approaches and methods for lifelong learning there was a need to start with very basic notions of instructional design due to the existent knowledge gap.

TRAINING DEPARTMENT

Environment Unit
Peace, Security and Diplomacy Unit
Governance Unit

ENVIRONMENT UNIT

Environmental Governance Programme
Climate Change Programme
Chemicals and Waste Management Programme

Environmental Governance Programme (EGP)

1. Highlights of results:

- The 2008 UNITAR – Yale Environmental Governance Conference received significant international attention, with 150 participants selected from 900 applicants
- Principle 10 Pilot country projects involved more than 800 participants, double of what was anticipated
- 8 originally unintended side events and workshops during international conferences attracted more than 11,00 participants
- A One UN Partnership and governance arrangement involving 25 UN agencies was established in the area of climate change training (UN CC: Learn), with UNITAR selected at the Secretariat
- A partnership with UNDP and UNEP was established concerning the Territorial Approach to Climate Change Initiative, with UNITAR selected as a service provider to develop a training package

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement		Measure(s) of achievement			
			Target		Actual	
1 Respond effectively to demands of governments and civil society to develop National Profiles and Action Plans to assess and implement Principle 10 of the Rio Declaration and the Aarhus Convention	a	Development of Principle 10 and Aarhus related guidance documents and methodology	a	National Profile Guidance Document and Public Participation Methodology published	a	Both methodologies developed and used in country projects
	b	# of country projects initiated and implemented total # of participants	b	Implementation of projects in 8 countries 400 participants	b	3 projects completed 6 national planning workshops implemented More than 800 participants
2. Gaps and needs concerning methodology and guidance development for effective stakeholder engagement in environmental decision-making identified and addressed.	a	Development of public participation tool kit	a	Preparation of tool kit	a	Concept for tool kit developed and fund-raising initiated
	b	Testing in pilot countries	b	Testing in 3 pilot countries	b	Postponed to 2010-2011
3. Demand for and effectiveness of information based environmental governance in a developing countries	a	Methodology to examine right to know developed	a	Preparation of methodology	a	Methodology integrated in National

assessed and capacity interventions identified					Profile Guidance Document and used by countries
4. Plan for a UNITAR Programme on Environmental Governance developed	a	Plan developed	a	2010-2011 Plan approved by BOT	a 2010-2011 Plan approved by BOT
5. Development of strategic alliances and partnerships with external institutions involved in environmental governance and democracy research and capacity development	a	# of partnerships established	a	3 new partnerships established	a 4 partnerships established with research sector (Yale, UCT, ENGREF, WRI) 25 UN agencies participate in UN CC:Learn

2.2. Non-quantifiable accomplishments:**2.3 Unintended accomplishments:**

The number of activities and participants in EGP activities significantly exceeded the target.

The Global Environmental Governance Forum in 2009 was co-organized with Yale and UNEP as a major additional event in 2009.

A significant new One UN Partnership, UN CC: Learn, was established in 2009 with 25 UN partners and UNITAR providing the Secretariat. The initiative received significant attention at the 2009 Copenhagen Climate Change Conference

2.4 Managerial accomplishments:

Despite changes in programme staff, the planned level of workshop activities was exceeded.

3. Challenges, obstacles and unmet/postponed outputs/goals:

Given arrival of funds from a major donor later than expected, country projects in Central America started only in 2009, rather than in 2008 and will therefore carry into 2010. Related to this, work on the public participation tool kits was initiated and will continue in 2010.

In the future more sustainable human resource support needs to be ensured to maintain the level of activity within a balanced work environment.

Climate Change Programme (CCP)

1. Highlights of results:

CCP continued through its activities to support and enhance the human and institutional capacity in developing countries to respond to the challenges of a changing climate through the formation of important partnerships with academia, international organizations and the private sector. Some notable results in the past biennium were:

- **Expansion and the continuation of the C3D+ network for capacity development** and support to include centers of excellence from the Caribbean and the Pacific, ensuring the continuous generation of information essential for future planning and decision making in these regions to address climate change.
- **Completion of the first 14 Pilot Action projects under the project:** Advancing Capacity to support Climate change Adaptation (ACCCA with some key results such as: lists of adaptation options ready for implementation, outreach material that increased awareness about climate change in all the pilot actions.
- **Key partnerships established and maintained with the donor community e.g.** European Community, Austrian Development Agency, and Swiss Federal Office of the Environment, International Development Research Centre, ensuring the continued funding and confidence in the efforts of the Programme.
- **Increased partnerships and collaboration with other international organizations** also working to address the challenges of adapting to climate change e.g. UNEP, UNFCCC, World Bank, UNCTAD, IETA, UNECA, UNDP, CEB, UNFPA, FAO
- **Expansion of the work programme of CCP on capacity building** to new areas such as the Clean Development Mechanisms, Reducing emissions from Deforestation and forest degradation, disaster risk reductions etc. to be implemented under the EU, Global Climate Change Alliance initiative.

2. Programme performance

2.1 Quantifiable accomplishments:

- Human and institutional capacity was increased in developing countries. CCP recorded 12,027 as the total number of beneficiaries.
- Climate change adaptation concerns were as much as possible included in development strategies and country poverty reductions plans and policies. The 14 ACCCA pilot action teams as part of their major outputs recommended adaptation options to be integrated into national development plans.
- Stakeholder science partnerships were established and together the ACCCA and C3D+ form a network that brings together over twenty institutions representing the scientific community, researchers, policy makers etc., and a collaboration that fosters south-south and north – south collaboration in Africa, Asia, the Pacific, the Caribbean, North America and Europe.

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement	
		Target	Actual
1. Relevant human and Institutional capacities are increased in developing countries.	a The C3D network expanded to include centers of excellence in the Pacific and Caribbean Lists of participants trained are available indicating how many people were trained and	a Centers of excellence, National Country teams working on climate change, researchers,	a Centers of excellence, National Country teams working on climate change, researchers,

		who was trained. The ACCCA project was expanded to include five pilot actions in Africa bringing the total number of pilot actions to nineteen.		students	students
	b	An MOU with SPREP and CCCCC are available and both are recognized as members of C3D+	b		b
2. Inclusion of climate change adaptation concerns, objectives and strategies in development poverty reduction and environmental plans and policies.	a	Each of the 14 Pilot Actions have submitted and shared to key stakeholders the adaptation options identified.	a	Relevant national ministries Donor communitites Researchers	a Relevant national ministries Donor communitites Researchers
	b	Some of the adaptation options identified by key stakeholders were implemented such as in Kenya, households were sprayed to prevent malaria and in Nepal the ministry of home affairs is currently assessing the possibility of insurance schemes to counter weather disaster risk reduction.	b	Relevant national ministries Donor communitites	b Relevant national ministries Donor communitites
3. Stakeholder science partnerships established trained and mobilized by the pilot actions.	a	MOUS were concluded with the Global Implementation Committee composed of the science and technical support team for the ACCCA project. 2 technical training workshops were organized under the ACCCA project	a	Centres of excellence, ACCCA Project managers	a Centres of excellence, ACCCA Project managers
	b	2 Technical training workshops were organized under the	b	Centres of excellence,	b Centres of excellence,

	ACCCA project and each pilot action organized at least one training workshop or seminar.	ACCCA Project managers	ACCCA Project managers
<p>2.2. Non-quantifiable accomplishments:</p> <ol style="list-style-type: none"> 3 websites were set up and continuously updated and served as knowledge platforms for the project partners as well as the general public such as researchers etc. the websites were C3D+, NAPA-PANA, ACCCA various outreach and communication material enhancing the visibility of the Programme activities was produced, such as; A C3D+ brochure introducing the centers of excellence, C3D+ project document summary for potential donors and partners, a short video of the ACCCA closing workshop and 2 brochures of the ACCCA project. 			
<p>2.3 Unintended accomplishments:</p> <p>The UN Secretary-General in an effort to lead by example launched the Climate Neutral Initiative committing all UN organizations to move to climate neutrality. The CCP Manager was appointed to be the focal point to the UNEP Environment Management group (EMG) coordinating this effort. CCP was also part of the UNITAR climate neutral task force, tasked with implementing the first generation strategy and policy for UNITAR on climate neutrality. Some of the accomplishments noted have been:</p> <ul style="list-style-type: none"> Successful completion and submission to the EMG of UNITAR's GHG inventory for 2008 Calculation of UNITAR's carbon footprint in 2008 UNITARs has been identified as an example of reducing green house gas emissions and cited as an example of climate-friendly action within the United Nations system in a report entitled; "Moving towards a climate neutral UN: the UN system's footprint and efforts to reduce it." CCP also grew its portfolio to include a new contract under the Global Climate Change Alliance an EU initiative. 			
<p>2.4 Managerial accomplishments:</p> <p>The accomplishment of the activities apart from the efforts and enthusiasm of the CCP staff can also be attributed to the Solid network that CCP has nurtured based on acquired technical expertise and credibility which ensure delivering on the promise. The audacity to seek and compete for new partnerships is also at the heart of accomplishment and the growth the Programme has witnessed.</p>			
<p>2. Challenges, obstacles and unmet/postponed outputs/goals:</p> <p>In general all the planned accomplishments as stated in the Programme budget for 2008-2009 were achieved. In those instances like for accomplishment (2) the inclusion and integration of climate change adaptation concerns into development plans, the impacts cannot be immediately observed but the ground work contributing to this accomplishment through training, awareness raising has been done. Also the need for additional funding to sustain the results of the ACCCA project still remains a challenge.</p>			

Chemicals and Waste Management Programme (CWM)						
1. Highlights of results:						
In the 2008-2009 biennium, UNITAR's Chemicals and Waste Management Programme (CWM) trained over X persons in Y countries in a wide variety of chemicals management related trainings. In addition, new methodologies were developed and peer-reviewed; chemicals management strategies were drafted in 2 UN regions. A new programme area on Nanotechnologies/Manufactured Nanomaterials also commenced in partnership with OECD.						
2. Programme performance						
2.1 Quantifiable accomplishments:						
2.1 Accomplishments	Indicator(s) of achievement		Measure(s) of achievement			
			Target		Actual	
1. Relevant human and institutional capacities to address chemicals management challenges/priorities are increased in developing countries and countries with economies in transition	a	Completed country projects in five CWM programme areas	a	3000 persons trained at 100 events	a	3277 persons trained at 110 events
	b	CWM assists regional strategy development and implementation in five CWM programme areas	b	2 regional strategies developed	b	2 regional strategies drafted
2. Actions aimed at the longer-term (post-2009) reduction of mercury emissions to the global environment and local environment in Kyrgyzstan	a	Decision to close world's last remaining exporting mercury mine (in Kyrgyzstan) made.	a	Decision to close one mine (last remaining) made	a	Decision made and announced in October 2009
	b	Capacity building project on alternatives to mercury mine alternatives completed	b	Project completed	b	Project Completed
3. New guidance and training materials developed and peer-reviewed	a	Key guidance on the development of a national implementation plan for the Strategic Approach to International Chemicals Management developed and peer-reviewed	a	Guidance drafted, peer reviewed and made available for country use	a	Guidance developed, peer reviewed and made available
4. Awareness raised in 2 UN regions regarding the new field of Nanotechnology/Manufactured Nanomaterials according to UNITAR mandate from the Second International	a	Awareness-raising workshops held in UN regions	a	2 regional awareness-raising workshops held by end-	a	2 regional awareness-raising workshops held

Conference on Chemicals Management			2009			
	b	National Chemicals Management Profile Guidance Chapter on Nano	b	Chapter outline drafted for initial review at workshops	b	Chapter outline drafted and reviewed at 2 regional workshops
5. Basic Pilot Course on the Globally Harmonized System for Classification and Labelling of Chemicals (GHS) developed	a	Course developed and peer-reviewed	b	Course developed and peer reviewed by the GHS Programme Advisory Committee		Course developed and peer reviewed by the GHS Programme Advisory Committee

2.2. Non-quantifiable accomplishments:

Strengthened cooperation with countries, partners within the UN family and OECD resulting in increased credibility for the Programme at the international level. An increased focus on “challenging” countries led to successes (e.g. hundreds of persons trained, decision to close world’s last remaining exporting mercury mine).

2.3 Unintended accomplishments: n/a

2.4 Managerial accomplishments:

The following managerial accomplishments contributed to the above-mentioned accomplishments:

- a. Introduced strategic planning at programme level;
- b. Commenced preparation of e-learning courses informed by existing country and regional methodologies and client demand;
- c. Introduced new experts (e.g. on Nano) working with the programme as course developers and mentors;
- d. Significantly increased donor diversity and income;
- e. Monitored programme progress through programme level work plan;
- f. Recruited and retained competent staff to achieve deliverables.

3. Challenges, obstacles and unmet/postponed outputs/goals:

Several Global Environment Facility project proposals were not submitted as planned due to internal capacity constraints. Similarly, E-learning implementation was delayed to 2010 due to such constraints. Programme fundraising has become more challenging due to external factors; however, targets were met. It is anticipated in 2010 that the fundraising situation will remain challenging. Internal constraints with centralized services (within UNITAR) led to a number of delays in project execution.

PEACE, SECURITY AND DIPLOMACY UNIT

Multilateral Diplomacy Programme

International Law Programme

Peacemaking and Conflict Prevention Programme

Peacekeeping Training Programme

Multilateral Diplomacy Programme (MDP)

1. Highlights of results:

- Catalogue of activities: 73 training activities totally self-funded and designed and implemented by a team of 4 staff
- Use of eLearning and technology to support independent learners, and foster a culture towards lifelong learning on diplomacy and negotiations by government officials
- 96% of diplomats who participated in Core Diplomacy Training activities in 2009 would recommend them to their colleagues
- Global outreach: 22 training venues
- Impact on ongoing diplomatic processes:
 - Training for the French Government to support Multilateral Environmental Negotiations during the French European Union Presidency
 - Training for the Iraqi Government to service Ad Hoc Support Mechanism of the Conference of Neighbouring Countries
 - Thematic training activities on e.g. Human Rights Council, Convention on Biological Diversity
- Organization and facilitation of African Chapter of the International Forum of Diplomatic Training Institutes
- Expansion of pool of experts and consultants on skills building in diplomacy
- Development of a syllabus on multilateral conference diplomacy for diplomatic institutes

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement				
		Target		Actual		
1. Sustainability of training activities in Geneva and New York and better evaluation of the impact and results of the Institute's programming	a	Number of activities implemented in Geneva	a	8 to 10 per year	a	15 (2008) 14 (2009)
	b	Ratio of activities implemented with NYO	b	1/3	b	1/5 (2008) 0/5 (2009)
	c	Common evaluation and reporting tool	c	Information on training impacts and results in UNITAR programme report (2008-2009)	c	Report of the Secretary General on UNITAR (E/2009/57)

2. Sustainability of training activities in UN Offices at Vienna and Nairobi, and in UN regional commissions	a	Number of activities at UNOV and UNON	a	6	a	5
	b	Number of activities at the venues of the regional commissions	b	12	b	10
	c	Activities at the venues of the regional commissions designed and implemented with regional 'strategic training partners'	c	Not identified in the PPB		All activities designed and implemented with regional strategic training partner (South Africa, Spain, OIF)
3. Sustainability and increase of in-country and regional activities	a	Number of activities implemented at country level.	a	14	a	18
	b	Geographic representation of training venues	b	Southern Africa Asia Middle East South Africa	b	Sustainability of activities in Southern Africa and South-East Asia
4. Increase of knowledge and skills for integrated decision making in conflict prevention and post conflict reconstruction	a	3D initiative	a	Launch in 2008 and duplication in 2009 (in French)	a	1 briefing
5. Development of diplomacy training and networking tools	a	Glossary of Terms for UN Delegates in Spanish	a	Publication	a	Postponed to 2010
	b	Internet-based gateway to UN rules of procedures	b	Operation	b	No funds identified
	c	Exercises	c	Development, test and revision	c	1 developed and tested and 1 revised
	d	Frequency of e-learning course in cooperation with strategic partners in Africa, Asia and South	d	1 per year	d	2 (2008) 1 (2009)

		America and Caribbean				
6. In-house training capacity of the Institute in the field of multilateral diplomacy strengthened.	a	Number of MDP staff trained and fully operational in designing and delivering training inputs	a	2	a	2
2.2. Non-quantifiable accomplishments:						
n/a						
2.3 Unintended accomplishments:						
Performed role of Secretary of UNITAR Board of Trustees in 2008 and led organization of 2009 UNITAR Retreat and Strategic Planning Process						
2.4 Managerial accomplishments:						
Development and implementation of strategic priorities for the Programme, supporting the 4 institutional priorities outlined in the 2007 UNITAR Strategic Plan (strengthening institutional capacity for training and research; enhancing human capital; building and strengthening strategic partnerships; and rationalizing the organizational structure) through the introduction of results-based management and budgeting, programme and individual work plans, and mapping tools.						
3. Challenges, obstacles and unmet/postponed outputs/goals:						
<ul style="list-style-type: none"> • Targets to sustain and increase training activities in UN Offices at Vienna and Nairobi, and in UN regional commissions were not met due to late arrival of donor support and non-availability of training rooms • Targets for the development of diplomacy training and networking tools were not met due to unavailability of donor support 						

International Law Programme (ILP)

1. Highlights of results:

The Programme successfully implemented training and capacity development activities that enabled respective beneficiaries to acquire additional knowledge on the legal work of the United Nations and its associated bodies, to learn about the international judiciary as well as to familiarize with a wide range of international legal issues which consequently increased the knowledge and a better understanding of international law.

A special focus was put on the provision of specialized expertise and training in international environmental law thus contributing to making the complex range of international environmental agreements comprehensible to the stakeholders involved in their implementation at the national level.

Furthermore, special efforts were put on:

a) engaging in partnerships with strategic institutions with a view to widening the scope and enhancing the quality of the training provided

b) linguistically diversifying the course offers in order to offer training in Spanish language to beneficiaries in Latin American Countries

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement	
		Target	Actual
1. Implementation of annual Global Fellowship Programmes in International law	a Number of Global Fellowship Programmes conducted	a 2	a <ul style="list-style-type: none"> • 2 Global Fellowship Programmes in International law conducted, one in English and one in French • 40 participants trained
2. Fundraised for, developed and delivered national, regional or sub-regional capacity development activities in international law	a Number of national, regional or sub-regional capacity development activities in international law conducted	a 2	a <ul style="list-style-type: none"> • 5 + 1 - 1 Regional Course (Europe) on the Prevention of Industrial Accidents and Criminal Liability for Environmental Damage; - 1 Regional Course on Human Rights Reporting for CARICOM; - 1 Regional

					<p>Capacity Development Activity in international law for Latin American Countries (in Spanish);</p> <ul style="list-style-type: none"> - 1 National International Law Training, Myanmar; - 1 National International Law training, Eritrea; - 1 Regional environmental law course prepared (not yet implemented due to non-arrival of pledged donor funds) <ul style="list-style-type: none"> • 215 participants trained 	
3. Sessions of Diploma Course in International Environmental Law conducted; course books revised and published ; sustained income from activity	a	Number of course books rewritten and updated	a	3-5	a	2 course books (environmental governance and biodiversity) rewritten and peer reviewed + 4 initiated, to be finalized in 2010
	b	Number of sessions/number of participants of the Diploma Course	b	4 2400 trainees	b	<ul style="list-style-type: none"> • 4 sessions conducted • 3810 participants enrolled
4. Reinstall e-Learning in International Environmental Law	a	Number of e-Learning courses in International Environmental Law conducted	a	2	a	<ul style="list-style-type: none"> • 1 e-Learning Course in International Environmental Law conducted • 604 participants trained
5. Establish strategic partnerships with a view to enhancing the quality of training	a	Partnerships established with Diplomatic Academy of Peru, Catholic	a	3	a	3 partnerships established

provided	University of Peru, Hong Kong City University				
2.2. Non-quantifiable accomplishments:					
Programme website constantly updated with relevant and timely information about ILP's activities.					
2.3 Unintended accomplishments: n/a					
2.4 Managerial accomplishments:					
Sustained environmental law diploma course activity after loss of donor support. Managed to ensure continuity of employment for Programme staff despite loss of major donor support and despite non-arrival of pledged funds.					
3. Challenges, obstacles and unmet/postponed outputs/goals:					
Due to non-arrival of (committed) funds some activities could not be implemented, as envisaged.					
Due to loss of donor support, special challenges for the continuity of some activities (e.g. in the field of International Environmental Law) had to be faced.					

Peacemaking and Conflict Prevention (PMCP)

1. Highlights of results:

In the 2008-2009 biennium, the Programme in Peacemaking and Conflict Prevention successfully implemented training and knowledge-sharing activities strengthening the skills and capacities of mid and senior level officials from around the world responsible for the prevention and resolution conflict, and contributed to the empowerment of indigenous peoples' representatives to engage in negotiation and conflict analysis. In spite of the overall economic difficulties, the Programme secured funding from most of the main donors to sustain its core programmes. Participant feedback confirmed the high-level of quality and relevance of the programmes. In line with UN's intensified efforts in conflict prevention and mediation, PMCP made a significant contribution notably by increasing the number of high-level knowledge-sharing events for senior Headquarters staff and heads of UN peace operations and partnering with a new UN regional center working to develop capacities for preventive diplomacy. It has also consolidated its working structure by completing its staffing.

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement			
		Target		Actual	
1. Skills strengthening and training of mid and senior-level diplomats from around the world, United Nations and regional organization staff in peacemaking and preventive diplomacy.	a Number of Fellowship Programmes in Peacemaking and Preventive Diplomacy conducted internationally	a	2	a	2
	b Number of fellows successfully completing programmes	b	88	b	78
2. Skills and knowledge strengthened among mid and senior level African government officials, regional organization and UN peace operation staff through training conducted in conflict prevention and peacemaking.	a Number of continental training programmes organized for African officials	a	2	a	2
	b Number of officials successfully completing programmes	b	72	b	70
3. Skills building and training of indigenous peoples' representatives in conflict prevention and resolution.	a Number of training programmes conducted for indigenous representatives	a	2	a	1
	b Number of indigenous representatives successfully completing programme	b	95	b	29
	c Number of Minority and Indigenous Fellows completing newly	c	0		19

		established annual peacemaking briefing sessions				
4. Strengthened awareness and skills of Central Asian diplomats through training in preventive diplomacy.	a	Number of training programmes conducted for Central Asian diplomats	a	0	a	1
	b	Number of Central Asian diplomats successfully completing programme	b	18	b	26 (Includes UN staff also)
5. Capacities increased to enhance UN Peace Operations through organization of high-level knowledge sharing seminars.	a	Number of high-level seminars conducted for senior UN officials.	a	1		2
	b	Number of senior level officials participating.	b	55		93
	c	Number of Heads of Department Conferences held with participation of 3 Departments.	b	2		4
2.2. Non-quantifiable accomplishments: n/a						
2.3 Unintended accomplishments:						
<p>In 2009 the UN Regional Centre for Preventive Diplomacy in Central Asia contacted UNITAR to request the organization of a joint regional training programme to strengthen knowledge and capacities of Central Asian diplomats in the prevention and resolution of conflict. This first collaboration was a big success with very positive feedback from the officials and resource persons. In addition to the regular training programme for indigenous representatives, an annual briefing on peacemaking was conducted for 19 UN Minority and Indigenous Fellows.</p>						
2.4 Managerial accomplishments:						
<p>Sustained all regular programmes and raised required funds even in the face of the loss of a large donor due to the economic crisis. Planned and conducted new programme for Central Asia region.</p> <p>SRSG Seminar, previously held every two to three years, has now become an annual programme to plan and fundraise for.</p> <p>Monitored programme progress through programme work plan.</p> <p>Worked with staff and senior consultants to successfully achieve deliverables.</p>						

3. Challenges, obstacles and unmet/postponed outputs/goals:

Due to time requirements in organizing new Central Asia programme and now the annual SRSG Seminar, one indigenous training programme was organized rather than the two originally planned. Additional time was required for fundraising activities in order to sustain programmes as well as to implement a new programme.

Peacekeeping Training Programme (PTP)

1. Highlights of results:

- Following the decision taken at the 47th Session of UNITAR Board of Trustees in January 2009, UNITAR Peacekeeping Training Programme has been entirely restructured.
- The Programme has developed a new Strategic Plan and has been provided with an Advisory Board, specifically established to support its activities.
- In 2009, the first meeting of the Advisory Board took place and the Programme organized a high level conference in London and a round table discussion in Geneva to promote its engagement in the field of protection of civilians.

2. Programme performance

2.1 Quantifiable accomplishments: As the Programme was entirely re-structured in early January 2009, none of the accomplishment planned for the biennium 2008 – 2009 has been achieved.

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement	
		Target	Actual
1. Increase in number of enrolments world wide	Number of enrollments worldwide	100.000	0
2. Increase in number of enrolments from developing countries	Number of participants	80.000	0
3. Increase number of courses offered in English	Number of courses in English	24	0
4. Increased number of courses offered in French	Number of courses in French	18	0
5. Increased number of courses offered in Spanish	Number of courses in Spanish	16	0
6. Increase number of continents/regions where students from developing nations may enroll at no cost	Number of continents/regions where participants enroll at no cost	3	0

2.2. Non-quantifiable accomplishments: n/a

2.3 Unintended accomplishments:

As consequence of the complete restructuring of the Programme, the following unintended accomplishment has been achieved:

- The Programme successfully held the first session of its Advisory Board, in October 2009. On this occasion, the Programme presented its new Strategic Plan for 2010 – 2011 as well as its first Course Catalogue for 2010, comprising in total eight courses.
- The Programme established a collaboration with the Open University UK for the development of an e-learning course on the Protection of Civilians in Peace Operations, including a first module on Sexual Violence, Exploitation and Abuses to be developed jointly by the end of 2009.
- In the framework of the above-mentioned collaboration, the Programme organized jointly with the Open University UK a high level International Conference on the Protection of Civilians in Peace Operations that was held in Wilton Park (London, UK) in October 2009, fully funded by the UK Foreign

and Commonwealth Office.

- At the 49th Session of UNITAR Board of Trustees in November 2009, the Programme organized a round-table discussion on the topic “Is Protection of Civilians Given Enough Priority” that constituted an opportunity to present the newly restructured Programme to the diplomatic community in Geneva.

2.4 Managerial accomplishments:

- At the 47th Session of the UNITAR Board of Trustees in January 2009 it was decided to completely restructure UNITAR Programme of Correspondence Instruction in Peacekeeping (POCI). As consequence, its activities were completely closed and the new Programme was established under the name UNITAR Peacekeeping Training Programme.
- A new Manager was appointed in March 2009 to lead the Programme, and an Associate Programme Officer was assigned to support his activities.
- The new Programme mission is to deliver innovative and responsive training, contributing to the effectiveness of peace operations by means of improving the preparedness and readiness of civilian, military and police personnel to be deployed in peace operations.
- The new Programme has developed a new Strategic Plan, built around five strategic priorities and has been provided by an Advisory Board to support its activities.

3. Challenges, obstacles and unmet/postponed outputs/goals:

Major challenging currently faced by the Programme are as follow:

- Management of the consequences related to the dissolution of UNITAR POCI;
- Fund-raising.

GOVERNANCE UNIT

Public Finance and Trade Programme

Local Development Programme

e-Governance Programme

Public Finance and Trade Programme (PFT)						
1. Highlights of results:						
<p>In the 2008–2009 biennium, the Public Finance and Trade Programme of UNITAR significantly expanded its activities, with a total of 92 instructor-led e-Learning courses (6 weeks/40 hours each) conducted for the benefit of over 4,500 officials from developing countries, including LDCs, and economies in transition. In particular, the Programme addressed new topical areas in public financial governance, trade and intellectual property, including some of the challenges related to the achievement of the Millennium Development Goals (MDGs). The Programme also strengthened its e-Learning partnerships with relevant local, regional and international institutions from all regions of the world (English, French and Spanish-speaking regions). The results of the online participant surveys conducted at the end of every course confirmed the high quality and relevance of the Programme's online training activities.</p>						
2. Programme performance						
2.1 Quantifiable accomplishments:						
2.1 Accomplishments	Indicator(s) of achievement		Measure(s) of achievement			
			Target		Actual	
1. Skills building and training of government officials from English and French speaking sub-Saharan Africa in public finance and trade-related issues.	a	Hours of training delivered	a	110,000 hrs	a	180,000 hrs
2. Networking and fostering best practices among government officials from developing countries through regional workshops and through use of new information and communication technology (online discussions).	a	Number of regional workshops	a	6 workshops	a	none
3. Strengthening capacity of selected local and regional training institutions to provide training in public finance and trade.	a	Partnership arrangements	a	3-5	a	10
4. Offering quality training to a broad spectrum of officials using the innovative technology of e-Learning.	a	i) Number of persons trained	a	2,500	a	4,500
	b	ii) Percentage of participants indicating that their training fully or to a large extent achieved its overall objectives	b	98%	b	98.5%
5. Addressing the UN Millennium Development Goals (MDGs), poverty reduction and governance agenda through training.		Subscription to 2 new e-Learning courses in this particular area		200		1,275

2.2. Non-quantifiable accomplishments:

n/a

2.3 Unintended accomplishments:

n/a

2.4 Managerial accomplishments:

The following managerial accomplishments contributed to the above-mentioned accomplishments:

- a. Introduced strategic planning at programme level;
- b. Implemented transition to new e-Learning platform in record time;
- c. Increased number of senior experts working with programme as course developers and mentors;
- d. Approved and implemented training material in relevant and topical themes;
- e. Expanded programme partnerships based on a new partnership model linked directly to comparative advantage;
- f. Recruited individual contractors based off-site to provide administrative and technical support. to programme (growing from a staff of two to a team of over twelve collaborators);
- g. Monitored programme progress through programme level work plan;
- h. Coached and mentored staff on a weekly basis to increase team cohesion and motivation;
- i. Recruited and retained competent staff to achieve deliverables.

3. Challenges, obstacles and unmet/postponed outputs/goals:

The target for output 2 (6 workshops) was not achieved as of end of 2009. E-Learning courses were conducted instead of regional workshops, since UNITAR is considered by partners to have a clear comparative advantage and demonstrated expertise in this area (i.e. use of ICTs for training and outreach).

Local Development Programme (ILP)

1. Highlights of results:

- Surpassed partnerships target through high focus and accomplishments in partnership building across sectors, academic, governmental, foundations and private sector
- Surpassed training sessions target by about 300% and training participants target by almost 700%
- High focus and outputs in delivering through multi-partner projects
- Tangible accomplishments in planning for and consolidating relationship, coverage, and structures of CIFALs across Network through development of UNITAR Guidelines for CIFAL Network and geographic expansion with new CIFAL locations.

2. Programme performance

2.1 Quantifiable accomplishments:

2.1 Accomplishments	Indicator(s) of achievement	Measure(s) of achievement	
		Target	Actual
Establishment of a network of new partners and strategic alliances for increased intellectual capacities.	a • Number of agreements and partnerships with new relevant entities	a • Establishment of 4 partnerships with training institutions and development of joint programmes	a • Partnership with Govt. of Spain started in 2008-2009 • Partnership with Delta States NDDC in 2008 • Partnership with Veolia Environnement renewed for three years • Partnership with the Prince Albert II of Monaco Foundation renewed for a new project • Signature of MoU with ACBF in 2009 • Partnership with University of Salamanca and Universidad Autonoma de Madrid and other UN institutions for national Spain migration study in 2009 • Partnership with UNESCAP for e-learning in 2009 • Dialogue STARTED with EPFL, WORLD BANK INSTITUTE
	b • Number of joint activities organized with these partners	b	b • UNESCAP project launched for e-learning course on governance in urban sanitation • Launch of Police platform on urban development jointly with UN-Habitat • Launch of Red Convival • Launch of Water Think Tank Partnership Project • Development and passing of Resolution 22/8 for continuation of UNHABITAT Access to Basic Services project • Developed multi partners study on female migration to Spain with Spanish Government cooperation, universities and UN partners
Delivery and Development of current and new training programmes and modules focused on Local development	a • Number of training seminars	a • 50 training sessions delivered • 1500 participants	a • 141 training sessions delivered • 10212 participants • development of e-learning modules on Governance in Urban Sanitation Sector in two languages (English and French) • Began development in 2009 on new e-learning course on transport, to launch in

(including e-learning)				2010		
	b	<ul style="list-style-type: none"> Min. one e-learning platform developed Number of new tools developed dedicated to the target group 	b	<ul style="list-style-type: none"> Developed 1 e-learning platform and 3 e-learning sessions conducted in English and French Brochures and communication materials produced linked to e-learning for participants 		
Consolidate CIFAL network	a	<ul style="list-style-type: none"> Opening of new CIFAL centres (middle east, Central America, Asia) 	a	<ul style="list-style-type: none"> CIFAL network has balanced regional representation -outreach 	a	<ul style="list-style-type: none"> Negotiations started with Doha for ME CIFAL Negotiations and commitment from South Korean authorities for opening a CIFAL centre in Jeju Negotiations started with Macau for establishing a CIFAL centre Negotiations started with Nigeria for CIFAL in Edo state for Anglophone west Africa Discussions with Central American institutions for establishment of regional CIFAL
Propose a wider range of training activities related to other thematic of local development, based on existing and past training activities conducted by PHPO responding to geographic, learning and other needs	a	<ul style="list-style-type: none"> Number of new thematic training activities 	a	<ul style="list-style-type: none"> 4 new thematic training activities to be determined in collaboration with various partners in Nigeria project 	a	<ul style="list-style-type: none"> PHPO enlarged its geo scope to cover Nigerian states other than Niger Delta region states
	b		b		b	<ul style="list-style-type: none"> PHPO reinforced its training offer in the following areas: economic and social development planning Environmental protection and compliance Governance and local administration management Monitoring and evaluation of development projects Micro enterprise development
Develop Synergies between PHPO activities and the local development projects in the sub-region	a	<ul style="list-style-type: none"> Number of joint activities run on the field (including trainings, assessment missions, and project proposals) 	a	<ul style="list-style-type: none"> 4 joint activities conducted 	a	<ul style="list-style-type: none"> 1 Joint activity conducted by PHPO with CIFAL Durban (SA)
2.2. Non-quantifiable accomplishments:						
<ul style="list-style-type: none"> The UNITAR new Guidelines on the CIFAL Network developed, approved by all CIFAL directors during the Steering Committee meeting in 2008, and implemented by 80% of CIFALs in 2009. CIFAL visibility guidelines developed to consolidate branding image of CIFALs and UNITAR brand usage 						

<p>across CIFAL network. Guidelines to be finalized in 2010 and implemented by LDP and all CIFAL centres</p> <ul style="list-style-type: none"> • CIFAL Steering committee meeting held in 2008 to continue network consolidation • Dialogue started with numerous partners in academic, private and governmental sectors, especially for resource mobilization and coordination of projects
<p>2.3 Unintended accomplishments:</p> <ul style="list-style-type: none"> • Due to participative approach used in development of new UNITAR Guidelines on the CIFAL Network, CIFALs have internalized and integrated a new business approach to CIFAL operations focused on sustainability, resource mobilization and cost recovery approaches. • Also, due to integration effects of UNITAR Guidelines on the CIFAL Network, CIFALs have developed more communicative and strengthened relationship with UNITAR as a unifying hub for the network.
<p>2.4 Managerial accomplishments:</p> <ul style="list-style-type: none"> • Smooth structural changes in LDP Team: One Team Manager and one associate programme officer hired and integrated into team successfully (Q3) • Reallocation of team roles and responsibilities for more even and efficient distribution of work, especially for increased even relationship management with CIFALs
<p>3. Challenges, obstacles and unmet/postponed outputs/goals:</p> <ul style="list-style-type: none"> • Finalization and Presentation of Spanish Govt. funded study on female migrant integration postponed until 2010 due delay in arrival, processing and disbursement of funds • Joint workshops with AECID not achieved due to difficulties in structuring concrete partnership with AECID training centres in Latin America • Unexpected Delays in receiving funding from certain donors which had a direct impact on programmed activities, though overall LDP was able to achieve more than the targets set • During beginning of Biennium each CIFAL's performance was unbalanced and not on par with rest, leading to difficulties in monitoring, communication, comparability and development of an integrated network of CIFALs, but towards end of Biennium this challenge has been overcome through development of UNITAR Guidelines for CIFALs and increased relationship management with current CIFALs, as well as closing down of certain centres and planned openings of new centres. • Exogenous variables in CIFAL training activities, have also affected LDP's output of training and activity schedules, given that on some occasions, largely during the beginning of the biennium, CIFAL communication, visibility of local challenges and certainty of outputs on the ground was difficult to monitor and quantify

e-Governance Programme

1. Highlights of results:

Although the program was mostly inactive during this biennium due to difficulties in raising funds , it conducted successful workshops in the Central Asia region, bringing together high level officials from cities in Tajikistan and Kazakhstan to exchange experiences in establishing e-Governance structures at the local level.

2. Programme performance

2.1 Quantifiable accomplishments: In the biennium, the e-Governance Programme organized two training workshops for local government officials in Tajikistan and Kazakhstan on “the use of ICTs in the better running for local government affairs”. This was a result of a partnership with Microsoft.

The Programme also developed partnerships with academic institutions, such as University of Zurich, e-Governance Academy in Estonia, with international organizations, such as ITU and development bank such as European Bank for Reconstruction and Development.

2.1 Accomplishments	Indicator(s) of achievement		Measure(s) of achievement			
			Target		Actual	
1 The decision-makers awareness on e-governance issues has been raised	a	Curricula are developed	a	2	a	0
	b	Training workshops are carried out for high level central and local government decision makers	b	17	b	2
2.The expertise of UNITAR in main e-governance issues has been developed	a	Number of partnerships developed	a	10	a	5

2.2. Non-quantifiable accomplishments:

UNITAR was invited to Open Consultations on Financial Mechanisms for Meeting the Challenges of ICT for Development, ITU Cyber Security Working Group, OpenCity Network meetings, European Information Society Conference (EISCO), Global Alliance for ICT and Development (GAID) meeting on ICT4D 2.0: defining a way forward, International Conference on Theory and Practice of Electronic Governance (ICEGOV).

UNITAR was actively involved in post-WSIS activities, such as the working level meeting of the United Nations Group on the Information Society.

2.3 Unintended accomplishments:

n/a

2.4 Managerial accomplishments:

n/a

3. Challenges, obstacles and unmet/postponed outputs/goals:

The manager who was responsible for the e-Governance Programme biennium budget 2008-2009 and performance measures is no longer at UNITAR. But during his tenure, the e-Governance Programme suffered severely from difficulties in fund raising, despite the fact that it submitted numerous proposals to potential donors, such as the government of the UK, Estonia and Finland. It also lacked a vision / plan for the upcoming years, situation that has now been corrected.