

# The UNITAR We Want

## Towards a new strategic framework for 2018 to 2021

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October 2016

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### I. Introduction: The UNITAR We Want

1. The 2030 Agenda for Sustainable Development provides the world with an undeniable opportunity to bring about widespread, positive change for humanity. The interconnected, universal and transformational nature of the Agenda requires collective responsibility, accountability and action, with governments, the United Nations system, and a range of other stakeholders all contributing to the implementation of the Sustainable Development Goals. The development of knowledge and the transfer of skills, in addition to other forms of capacity, will undeniably play an important role in this process. **The UNITAR We Want** is an organization that will 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 Sendai (Disaster Risk Reduction) Paris (Climate Change) and Addis Ababa (Financing for Development) conferences.
2. Guided by its Statute, the Board of Trustees, the UN Charter and the relevant intergovernmental mandates, UNITAR will continue to work as the UN leader in training design and delivery, and will leverage its strengths and programming experience so that knowledge-empowered people, institutions and organizations may have the capacities to best deliver development results. The Institute will give high priority to the principles enshrined in the 2015 outcomes including the need for strengthened partnerships, whole of government and society approaches, leaving no one behind and reaching the furthest first. The objective of pursuing integrated and coherent approaches will be central to UNITAR programming as we move forward.

### II. Realizing The UNITAR We Want: Towards a New Working System

3. Realizing the UNITAR We Want will require repositioning our 'organizational capital' and adopting a new working system. This new system is illustrated in Figure 1. At its base, six interrelated elements will serve as the foundation to the realization of our vision: growth, modernization, innovation, quality and openness/inclusivity. These elements are mutually interdependent and are discussed in more detail in the 6 Point Vision Statement.

## The Programmatic Core

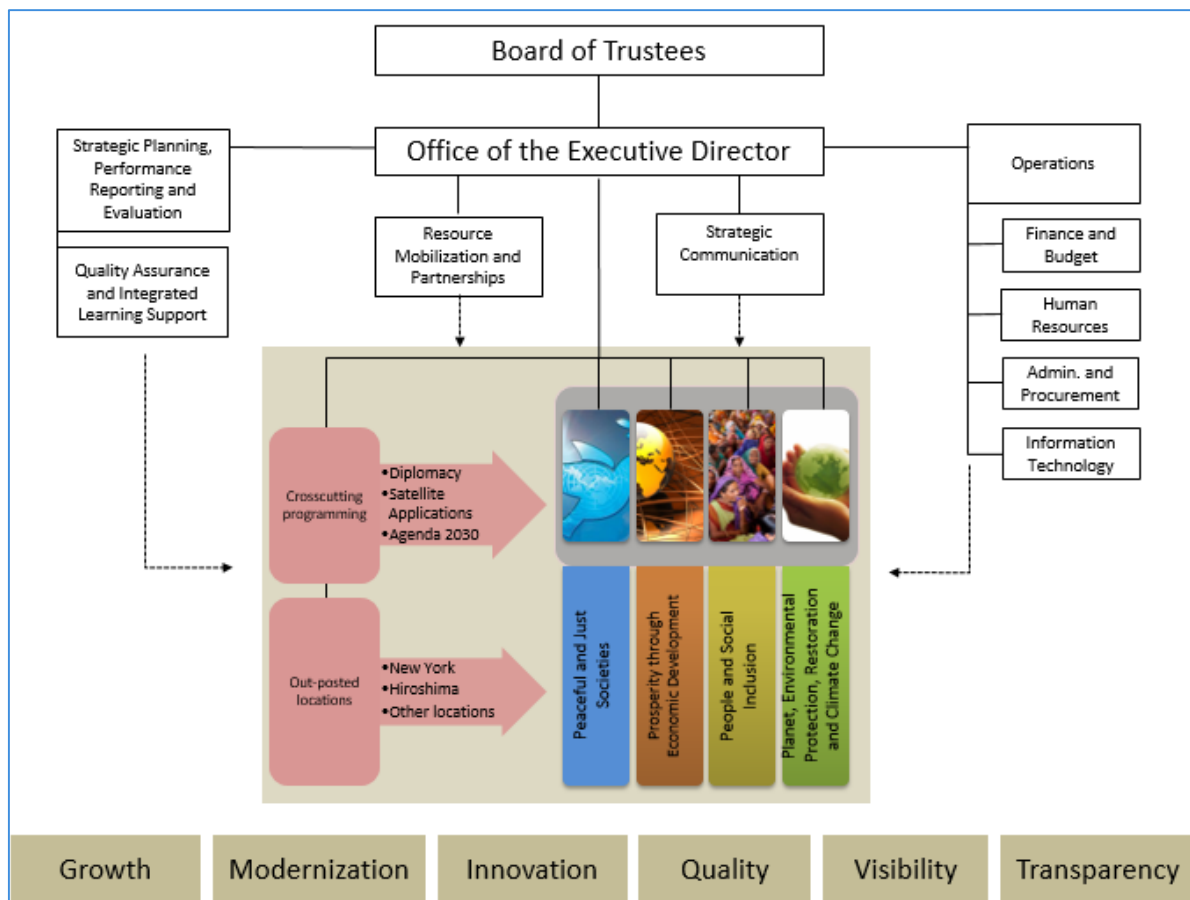
4. At the Institute’s core, Programmes will continue to be the drivers in achieving development results. In contrast to past practices where a large number of Programmes operated independently, Programmes will be organized under four thematic pillars, in close alignment with the Agenda.

As shown in Figure 1, these four thematic pillars are:

- **Peaceful and Just Societies;**
- **Prosperity through Economic Development;**
- **People and Social Inclusion;** and
- **Planet, Environmental Protection, Restoration and Climate Change.**

In addition, UNITAR’s work on multilateral diplomacy, satellite applications (UNOSAT), Agenda 2030 support, and all out-posted offices (including the New York Office, Hiroshima Office, and Port Harcourt Project Office) will work across all pillars to add value, mainstream expertise and strengthen programmatic delivery in terms of breadth and depth of training content, impact and audience.

Figure 1 (below): UNITAR proposed new working system



5. **Peaceful and Just Societies** will group together all programming in the fields of conflict prevention, peacekeeping and peacebuilding. The Institute will strengthen its focus on offering innovative capacity building and knowledge sharing initiatives for practitioners, which will contribute to efforts towards building peaceful and just societies. UNITAR will expand training activities to all regions, reaching more beneficiaries, and developing longer term projects, reflecting the pressing capacity building needs in conflict and post conflict countries, and ensuring that UNITAR's work is aligned with the wider UN system. UNITAR's portfolio will include new programmatic areas such as youth and radicalization, youth contributions to peace, conflict-related sexual violence, trauma, sports and peace, and others. Special effort will be made to broaden the target audiences to include more youth, women, people with disabilities, the elderly, and indigenous peoples.
6. Under **Prosperity Through Economic Development**, UNITAR will develop knowledge, skills and awareness of key emerging challenges and opportunities in financial governance, accountability and ethics; debt management; negotiation of loan agreements and the legal aspects of debt reorganization schemes. This programming pillar will also work to build sustainability by supporting countries in special situations through their participation in the multilateral trading system, with a focus on building a holistic understanding of multilateral and bilateral trade agreements and investment arrangements through South-South exchanges and the sharing of ideas and best practice. UNITAR will also provide knowledge and skills for entrepreneurship and employability as well as managerial skills to help develop the capacities of young entrepreneurs to improve their business competitiveness. UNITAR will continue to enhance the knowledge and skills of development professionals to use information and social communication technologies to support sustainable development and engage in initiatives to promote creative industries in Africa and SIDS, in alignment with the SAMOA Pathway, as well as the African Union's Agenda 2063 and its Ten Year Implementation Plan.
7. The **People and Social Inclusion** thematic pillar will bring together a number of programming initiatives including UNITAR's work with local authorities, vulnerable communities, and civil society. With the ambition of leaving no one behind, UNITAR will design and deliver activities to tackle contemporary global challenges, including migration, health, preservation of cultural heritage, road safety, and others, with special attention to be paid to disadvantaged and vulnerable groups, including persons with disabilities, youth, older persons and families. UNITAR will more specifically direct its training towards beneficiaries living in SIDS and LDCs, through the expansion of its CIFAL Global Network to 20 affiliated international training centres around the world.
8. Under **Planet, Environmental Protection, Restoration and Climate Change**, UNITAR recognizes the critical importance of the sustainable management of the planet's natural resources for inclusive sustainable growth and peoples' health and well-being. UNITAR will work to enhance the capacities of government officials and other major stakeholders to improve climate resilience among the most vulnerable; promote inclusive green economy principles; facilitate the sound management, labelling and use of chemicals and waste; implement multilateral environmental agreements; raise awareness of the blue/ocean economy; and strengthen legal and institutional frameworks to enhance national capacities to advance open, transparent, participatory and accountable decision-making and access to justice. Activities in all these areas will be scaled up and clearly aligned with the 2030 Agenda and new sources of financing.
9. Annex 1 further illustrates the work of these four thematic pillars.

10. UNITAR will provide knowledge and skills that are fundamental in transforming attitudes towards integrating and aligning priorities in environmental, social, and economic spheres, including through participatory methods guided by multi-stakeholder approaches. Working across and beyond the UN system, UNITAR will use its unique approach to learning and skills development to promote greater coordination of action, reinforce existing partnerships, create new and durable ones, and collaborate widely.
11. In addition to the four thematic pillars of the Programmatic Core, **three important and mostly crosscutting areas** of the Institute's work, namely **multilateral diplomacy**, **satellite applications (UNOSAT)** and **Agenda 2030 support**, will complement and work increasingly in synergy with programming under the thematic pillars, as will the programming that is developed and delivered by the Institute's **out-posted offices in Hiroshima, New York** and other locations. While this approach will not preclude, for example, diplomacy or satellite specific programming, it is intended to maximize established capacity in largely crosscutting fields. For example, satellite analysis will provide essential input to the monitoring of progress towards the Goals of the 2030 Agenda, as well as disaster risk reduction, environmental assessments, monitoring of peace agreements and sustainable development, more broadly. Likewise, diplomatic skills including negotiation, chairmanship, drafting resolutions and others, and an appreciation of the status of ongoing negotiation processes, are an essential component to building the capacities of government officials negotiating or implementing policies under any of the four thematic pillars. These programming areas are therefore crosscutting in the UNITAR context, supporting peace, prosperity, people and planet.
12. Given the integrated nature of the Agenda and Goals, it is important to emphasize that neither the thematic pillars nor the crosscutting programme elements will be monolithic. 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.

## Functional Support

13. The new working system will also include four important functional components, each of which will provide strategic inputs to the Office of the Executive Director and regularly service the Programmatic Core. These functions include:
  - **Resource Mobilization and Partnerships;**
  - **Strategic Planning, Performance Monitoring, Evaluation and Quality Assurance and Learning;**
  - **Strategic Communications;** and
  - **Operations**
14. **Resource Mobilization and Building Partnerships** are critical functions to creating an enabling environment for growth, and effective and efficient programme delivery. The draft Resource Mobilization Strategy aims to strengthen the Institute's financial positioning to enable UNITAR to contribute more effectively to development results. The overall resource mobilization target is an average annual income growth rate of 6 per cent between 2017 - 2021, which would increase the biennium budget / income by \$12 million over the next 5 years. While this growth will largely come about through earmarked contributions, it will be important to maintain the current proportion of non-earmarked contributions to overall income (presently at 4 per cent)

and pursue a wise investment strategy so that fund balances that carry over annually can be put to more strategic use. In tandem with resource mobilization, maintaining existing and pursuing new strategic partnerships will be central, including other entities within the UN system, the private sector and civil society organizations.

15. **Strategic Planning, Performance Monitoring, Evaluation, Quality Assurance and Learning** are also mission critical. At the front end, the foundation to growth requires an ambitious, yet realistic strategic planning process that places the Institute at the core of efforts to develop capacities to implement the 2030 Agenda through training and broader knowledge-sharing initiatives. While efforts will continue to develop the capacities of individuals, UNITAR will work to expand its repertoire of learning and related services, with a view to contributing more clearly to organizational and institutional capacity changes. Although short-term and relatively small scale projects will inevitably be part of our programming portfolio, emphasis will be placed on increasing the number of longer term and larger scale projects through new and strengthened partnerships, as well as responding to new thematic imperatives, such as curbing violent extremism, health, migration and sustainable tourism. Performance monitoring will also be enhanced, with a set of indicators and metrics to be defined in order to link UNITAR programming outcomes with the SDG global indicator framework.
16. The Institute's approach to evaluation will also be made much more forward looking and strategic, focusing not only on performance and accountability, but also on lesson learning and quality improvement in programming. Although self-evaluations will continue to be undertaken periodically by Programmes involved in the design and delivery of projects, UNITAR will continue to strengthen its independent evaluation practices to ensure that credible, evidence-based information informs decisions, while also engaging in joint evaluation undertakings with other UN entities. Moreover, in line with the revised evaluation norms and standards of the United Nations Evaluation Group, UNITAR will contribute to efforts to strengthen national evaluation capacities.
17. The Institute's commitment to quality will be further strengthened. Internal and external quality assurance processes, which will continue to serve the purposes of validating programme quality and contributing to learning and continuous quality improvement within UNITAR, will be complemented with a proactive learning support service to Programmes, offices and out-posted offices and the network of CIFAL centres. To respond to the integrated nature of the 2030 Agenda, the service will also provide analytical support to the Programmatic Core on addressing the integrated and interconnected nature of the Agenda, either through existing programmes or the development of new initiatives. The learning support service will also respond to external client needs on a revenue generating basis.
18. **Strategic Communication** will be vital to the Institute's growth and success. The new Communications Strategy will serve to strengthen the visibility of UNITAR as a recognized centre of excellence in adult learning and capacity development. Strategic communications will need to work with the media as an important partner in making the Institute's programming more widely known. It will also need to improve social media strategies and align them to Institutional goals, be resourceful with respect to alumni, participants, followers and influencers in order to disseminate information more effectively, explore strategic partnerships with academia, NGOs, international organizations and the private sector for wider outreach, and create local presence by collaborating with CIFAL centres around the world.
19. In addition to strengthened external communications, UNITAR will create an internal environment that encourages more interaction and collaboration amongst staff, facilitates

greater information exchanges for sharing of best practices, educates and informs employees as to the importance of coherent messaging and compelling visual content, and provides training opportunities for all employees on various communication skills and approaches.

20. **Operations**, the fourth functional service, brings together finance and budget, human resources, administration and procurement, and information technology. To support its growth strategy, UNITAR will transform the role of the Finance and Budget Section (FBS) from being merely a traditional accounting and transactional support function, to one of playing a financial business advisory role. It will provide services such as financial planning and predictive analysis, supporting Programmes to take sound, strategic and financially sustainable decisions. The section will develop better and improved information tools, upgrade the information architecture, and will place appropriate forward-looking financial information in the hands of Managers, aiming to improve speedy execution of business processes, achieve better-budgeting and better-forecasting, and making adjustments faster. Within the current and potential funding constraints imposed by the external environment, FBS will explore and implement planning strategies that will optimize cash flows, investments and reduce the Account Receivables cycle that will in turn improve the required financial liquidity for the Institute to pursue its growth strategy.
21. From the human capital perspective, the Institute will provide opportunities for staff to grow in an environment of trust, integrity and accountability, in which individuals, independently of the type of contract, can perform to their highest ability. The UNITAR working environment will be inclusive and provide equal opportunities for regular staff, fellows, women, people living with disabilities, and other groups. Achieving gender parity and improving diversity in the workforce is an important objective of the UN system and UNITAR will aim to include in its staffing corps the best possible expertise from all cultures, profiles and backgrounds. The Human Resources (HR) section will ensure cost efficiency in contract management, and transparency of corporate processes in selection, promotion and performance management. Looking forward, HR will work with Managers to ensure performance and talent management, succession planning and personal development with a view to further strengthening our human capital.
22. The Administration and Procurement Section will make all efforts to ensure speed, simplification and harmonization of procurement practices at the Institutional level, with the objective of increasing efficiency and effectiveness of procurement activities and all administrative areas such as office space, inventory, contractual relations with UNOG, suppliers, and to ensure that Programmes receive the best services.
23. With a view of the Institute's growth strategy, UNITAR will develop and maintain secure, stable, scalable and robust IT systems, standardizing IT equipment for cost effectiveness and efficient user support, streamlining processes for requesting access to IT infrastructure, providing more user-friendly solutions including video tutorials, and exploring more opportunities for IT training for all employees.
24. In view of the Institute's focus on its core strength of building capacities through training, UNITAR will promote better utilization of the learning management system, and will continuously explore the different possibilities to address emerging needs and new trends of learning management technology and tools. The Event Management System will also be reviewed and adjusted to better respond to the marketing requirements of Programmes.



### III. New Thematic Work Areas

25. **Filling the Gaps:** For multiple reasons, primarily resource constraints, UNITAR's work portfolio has some thematic gaps where additional support is needed to strengthen our training offer through the development and delivery of significant programmes / projects. The following section identifies the fields in which UNITAR's programming will endeavour to build further capacity in the coming years.

#### Disabilities

UNITAR will ensure that policy-makers and other stakeholders who work on issues affecting the rights of persons with disabilities, can design laws, policies and programmes, in a way that is consistent with the Committee on the Rights of Persons with Disabilities (CRPD). Similarly, UNITAR will support the World Intellectual Property Organisation (WIPO) in the implementation of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled, which entered into force in September 2016. The Treaty, which has a clear humanitarian and social development dimension, aims to create a set of mandatory copyright limitations and exceptions for the benefit of the blind, visually impaired and otherwise print disabled (VIPs).

#### Green Economy

UNITAR will continue to build a programme of support for an inclusive green economy through the provision of foundational and advanced learning on relevant policy tools, on sustainable consumption and production, on de-carbonization and clean energy solutions. Foundational learning on these topics will need to be massively up-scaled and made available to the widest range of learners globally. More advanced learning will be built into formal education systems through collaboration with national learning institutions.

#### Migration

National, sub-national and local authorities have a fundamental role to play in responding to migration challenges. Based on its leadership role in coordinating policy dialogue and capacity development on international human mobility, UNITAR will focus on strengthening migration expertise of local government officials, through the facilitation of capacity building programmes in the areas of social cohesion and integration; fostering economic development and entrepreneurship; education and youth development; access to public services (including health) and human security. It will also build knowledge capacity by strengthening its role in managing a comprehensive online toolkit through both the Global Migration Group (GMG) and the World Bank KNOMAD Project (KNOMAD), and by building a comprehensive catalogue of e-Learning courses on migration and mobility.

#### Health

Health is at the heart of the 2030 Agenda. SDG 3 is dedicated to ensuring healthy lives and to promoting well-being for all, at all ages. Health is also an integral part to all other SDGs and is mainstreamed throughout the Agenda. UNITAR will support WHO-led initiatives with a special focus on 1) building capacity at the local level for ensuring access to sexual and reproductive health-care services for migrants, and 2) uncovering health inequalities within-country by

supporting the use of WHO's new toolkit HEAT (Health Equity Assessment Toolkit) to build the capacities of SIDS and LDCs to explore and monitor health inequalities, set priorities and establish equity-oriented policies, programmes and interventions, in order to enhance health inclusiveness across communities.

### **Sustainable Tourism**

Establishing partnerships with the World Tourism Organization, the Global Sustainable Tourism Council and other major networks, UNITAR will support the development of capacities of local communities, cooperatives and small and medium-sized businesses involved in sustainable tourism, including ecotourism activities. The Institute will act as a broker to facilitate the organization of multi-stakeholder dialogue processes, contributing to the implementation of policies that promote responsible sustainable tourism and policies that allow local communities to benefit from tourism. Institutional capacity may also be provided for the establishment of governance and management structures for sustainable tourism.

### **Ending violent extremism**

In accordance with the Secretary General's Plan of Action to Prevent Violent Extremism, UNITAR is developing a new set of activities that aim to strengthen the capacities of actors at all levels to address the root causes of violent extremism and build the structures to prevent related acts of violence. Among others, UNITAR will strengthen the administrative capacity of national and local governments to combat terrorism, illegal trafficking and corruption. UNITAR will promote dialogue, exchange of information and cooperation, on issues such as terrorism and violent extremism, and will harness and strengthen existing women's national platforms and regional networks on peace and security. UNITAR will work to promote peace education and measures that contribute to the de-radicalization of youth and the building of conflict management skills for civil society.

### **Gender equality and women's empowerment**

UNITAR has recently reaffirmed its long-term commitment to gender equality and the empowerment of women worldwide. In this context, it has launched a variety of learning initiatives such as the Women's Leadership Programme, Women's Leadership in Tsunami-based Disaster Risk Reduction activities, and Women's Leadership and Communications for Women's Soccer Teams (in Hiroshima). These initiatives aim to promote gender equality and encourage increased participation of women at all levels of public, private and civil life, aiming to ensure that the role and impact of women in various spheres is duly acknowledged and accounted for as an essential element to effective sustainable development (SDG 5).

In addition to training initiatives, UNITAR facilitates and participates in various networks to promote and strengthen women's empowerment particularly in political and decision-making contexts.

UNITAR will work with the UN system, including UN Women, Member State governments, NGOs, civil society and the private sector to amplify its work in this field and ensure gender is mainstreamed across all UNITAR programming.



## Annex 1

UNITAR's 4 Thematic pillars: Peaceful and Just Societies, Prosperity through Economic Development, People and Social Inclusion and Planet, Environmental Protection, Restoration and Climate Change.

