



unitar

United Nations Institute for Training and Research

Board of Trustees Fifty-third session

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CONCLUSIONS AND RECOMMENDATIONS OF THE FIFTY-THIRD SESSION OF THE BOARD OF TRUSTEES

1. The Board of Trustees of the United Nations Institute for Training and Research (UNITAR) convened in Geneva from 18-19 April 2013 for its fifty-third session.
2. The following members of the Board were present or represented at the session:

Mr. Alexey Borodavkin (Russian Federation)
Also represented by Ms. Natalia Oreshenkova

Ms. Shirin Ebadi(NGO)

Ms. Geraldine Fraser-Moleketi.....(UN)

Ms. Radha Kumar.....(Academia)

Mr. Henri Lopes (Chair)..... (Congo-Brazzaville)

Mr. Nicolas Michel (Vice Chair).....(Academia)
Also represented by Ms. Andrea Aeby

Ms. U. Joy Ogwu.....(Nigeria)
Represented by Mr. Abel Ayoko

Mr. Alfonso Quiñónes(Guatemala)

Mr. Alfredo Valladão.....(Academia)

Ex Officio:

Mr. Kassym-Jomart Tokayev, Director-General, United Nations Office at Geneva
Represented by Mr. Joshua Lincoln

Ms. Sally Fegan-Wyles, Executive Director *ad interim*, UNITAR

Secretary:

Mr. Brook Boyer, UNITAR

United Nations Institute for Training and Research:

Mr. Einar Bjorgo, Manager, UNITAR Operational Satellite Applications Programme
 Ms. Claudia Croci, Associate Programme Officer, Peacekeeping Training Programme
 Mr. K. Offei Dei, Chief, Administration and Finance Section
 Mr. Alexander Mejia, Manager, Local Development Programme
 Mr. Francesco Pisano, Director, Research Department
 Ms. Marina Vasilescu, Chief, Human Resources Section

3. The Chairman welcomed members to the fifty-third session and extended a special welcome to Mr. Alexey Borodavkin who was appointed by the Secretary-General to serve on the Board of Trustees from January 2013. The Chairman announced that the Board had constituted quorum with nine of twelve members present or represented. In accordance with the rules of procedure, the Chairman extended full powers to Mr. Abel Ayoko as the designated representative of Ms. U. Joy Ogwu. He also extended full powers to Ms. Natalia Oreshenkova and Ms. Andrea Aeby as the designated representatives of Mr. Alexey Borodavkin and Mr. Nicolas Michel, respectively, in the event the members needed to be absent during the session.
4. The Executive Director joined the Chairman in welcoming members and Mr. Borodavkin's recent appointment. The Executive Director briefly reviewed the financial performance of the Institute in 2012 and emphasized that UNITAR was performing well overall in light of the uncertain economic climate, but that two programming areas, namely governance and environment, continued to face challenges. She highlighted the slight increase in beneficiaries in 2012 over 2011 figures and drew the Board's attention to the list of events scheduled for 2013 to demonstrate the variation in the Institute's programming. She also highlighted a number of other developments, including the establishment of the Quality Assurance Framework and new partnerships, and drew the Board's attention to several administrative circulars which were issued since the fifty-second session.
5. Mr. Borodavkin expressed gratitude on being appointed and pledged his commitment to the work of the Institute and the Board. **The Board took note of the session's opening remarks.**
6. Under item 2, "Adoption of the agenda", the Chairman reviewed the provisional agenda as proposed. Before inviting members to comment he suggested that the Board may wish to add a sub-item on interim financial statements for the biennium 2012-2013 under item 6 on finance and administration following the recommendation made by the Finance Committee at its fifth session on 12 April 2013. **The Board agreed and adopted the agenda as revised.**
7. Under item 3, "Organization of work", the Chairman proposed that the Board conduct its business from 14:00 to 18:00 on Thursday, 18 April 2013, after which it would reconvene on Friday morning from 9:30 to 12:30 and then in the afternoon from 14:00 to 16:00. **The Board adopted the organization of work as announced by the Chairman.**
8. Under item 4, "Appointment of new members and tribute to outgoing members of the Board," the Chairman recognized Ambassador Borodavkin's appointment and distinguished background. He also recognized the service of Mayor Shirley Franklin and Mayor Simon Compaoré whose terms expired in 2012. One member expressed with concern that the interim situation of not filling membership vacancies should not last too long as uncertainty could negatively affect the functioning of the Institute and fundraising. Another member cautioned that prolonged uncertainty would affect the relevance of the

Board. In recognizing that the terms of a number of trustees would end in December 2013, the Executive Director expressed her expectation that by the fifty-fourth session, there would be more certainty on the evolution of the proposed consolidation. **The Board expressed its concern on the uncertainty surrounding the present circumstances.**

9. Under item 5a, "Office Space", the Executive Director indicated that it would be difficult to plan for future office space needs until more is known on the proposed consolidation. She informed the Board, however, that following the fifty-second session, an opportunity arose for Management to move all of its headquarter staff (with the exception of UNOSAT) into one building in Chatelaine and that this action resulted in a reduction of office space by some 25 per cent and a savings of some \$185,000 per year. The Executive Director indicated that if the proposed consolidation would take effect as planned, then another solution would be needed. **The Board took note.**
10. Under item 5b, "Consolidation of the United Nations research and training institutes", the Chairman made reference to discussions on the matter at the Board's fifty-second session. Following the Executive Director's briefing on developments, the Chairman indicated that the process was ongoing and mentioned that there did not appear to be significant new developments at this stage. In recalling previous discussions on research and the need for a new entity to tap on the best expertise worldwide, one member expressed concern that a potential partnership with the United Nations University (UNU) could risk de-emphasizing the Institute's research capacity since UNU has its own research networks. Another member felt that this would not be a problem since UNITAR had very little research capacity and was focused on training. Rather, the recent change in UNU leadership and its reform plans could provide a strategic opportunity for UNITAR, and noted that in addition to UNU there are other research networks with which the Institute could cooperate.
11. One member observed the need to view this process in the broader context of efforts to reform the United Nations, and that in general the idea for reform and consolidation of the institutes is good and reasonable, taking into consideration the objectives for increased efficiency, coordination and access to leadership. The member expected to receive a more detailed proposal and noted that good intentions can sometimes lead to unexpected outcomes, and that it is not certain that the new entity would necessarily be more cost effective. In addition to seeking to save costs, he added that it is also important to conserve existing donors. He concluded by saying that Geneva should remain the second largest UN centre worldwide.
12. In recalling the slowness of the consolidation process in the United Nations, another member expressed concern that not having a decision is impacting the Board's work and decision-making. The member expressed hope that a detailed paper would be released soon in order for decision-makers to have useful information. The member further mentioned that a partnership with UNU, while appearing to be excellent, needs to be done in the right way and in the right context. He expressed hope that in the end, UNITAR would be turned into a stronger institution rather than a weaker one.
13. One member recalled the expectation that the proposed consolidation would be a one-year process, shorter than the consolidation process leading to the creation of UN Women, and that 2013 would be the transition year. She indicated that it now appeared that 2013 would be devoted to consultation, and that 2014 may be the start of the process, which may be one, two or multi-phased. The member also recalled that research has again surfaced in the Board's discussions and there appeared to be different views on how research should be brought together into one hub or a number of sub-hubs. Finally the member requested clarification on what would be expected of the Board and indicated that if the transition is for two to three years, there may be a need for some continuity in Board membership if indeed the role of the Board is to provide advice and guidance.

14. In making reference to the Institute's Statute, another member observed that the Board has a specific role and responsibility given the Institute's autonomous nature and that the Board should work to promote and protect UNITAR in the broader context of the United Nations. In this connection, the member stated that the Board's action should go beyond simply taking note and that it would be important for the Board to take a position on a number of matters, including, eventually, the issue of the proposed consolidation. The member referred to the sub-item's annotation and the mention of broad support received on the initial idea from Geneva-based ambassadors, and noted that the idea appeared to be changing, with the United Nations Institute for Disarmament Research (UNIDIR) and the United Nations Research Institute for Social Development (UNRISD) now apparently outside the proposed consolidation. The member questioned the notion of 'broad support' since the original idea for consolidation included UNIDIR and UNRISD. The member raised concern that the Board may have been misunderstood on its earlier reaction to the consolidation idea, indicating that while there was and is support for increasing efficiency and effectiveness, for instance, it should not be interpreted necessarily as support or agreement for the proposed consolidation 'in principle' without a review of the details, as stressed by another member. In order to agree on the idea 'in principle', the member stated that more details would need to be shared on the planned consolidation. The member supported the convening of a virtual meeting of the Board as soon as a paper is available and that in the event there are financial implications, it might be useful to have a meeting of the Finance Committee. He also requested the position of the Board to be conveyed to the actors concerned, including Member States. In concluding, the member stressed that even though the Board has reacted to the good aspects of the desired changes, this could not be considered as an agreement in principle without seeing the details.
15. Another member emphasized that while the Institute is an autonomous institution in the framework of the United Nations, the level of autonomy is limited as the Board works under the Secretary-General. The member agreed that the Board needed to go beyond taking note and make recommendations.
16. The Executive Director responded to the number of observations and indicated that the Institute's work in the area of research, while very important, was for the most part limited to knowledge systems and adult education and training. Based on current understanding, the Executive Director indicated that the research pillar of a consolidated entity would have a hub which may operate in partnership with UNU, supporting a 'network of research networks', with each network being hosted by a credible research institution like UNIDIR or UNRISD. An institutional partnership with UNU would be important given the University's research assets, including some 20 partner institutions around the world. She stressed that the new entity would not be engaged in conducting research, but rather it would be engaged in connecting researchers outside the United Nations with a view to facilitating the integration of information and knowledge that decision-making bodies of the United Nations need. It is expected that UNIDIR and UNRISD would be part of the proposed entity. The Executive Director underscored the importance of the Board making recommendations on, for example, the types of networks, how networks of researchers could be crafted, and what lessons could be learned from earlier attempts. One member suggested that the Board members from academia could provide a note for Management with some ideas on a research pillar, and the Executive Director found that this would be very helpful. Another member stressed the need in the United Nations to provide concrete results of applied research for selected issues or decision-making needs in a very tight timeframe, but that ensuring that there was the required capacity to perform such a function would be challenging. The Executive Director responded that the idea would be for the entity to present a range of high quality research findings on specific topics under review or discussion by UN bodies to assist Member States in decision-making, and that for each broad subject area (e.g. sustainable development) there may be more than one research network. In recalling earlier discussions, one member emphasized the need to

ensure independence of research and that the matter of how research questions are treated should remain under the discretion of researchers. Two members suggested that the proposed entity should have a pro-active function to alert Member States on new issues requiring research.

17. Several members expressed concern regarding staff welfare, job security and motivation in light of the proposed consolidation. In making reference to UNITAR staff not being staff of the UN Secretariat, one member observed that it would not be desirable for UNITAR staff to be treated differently from staff members that are part of the UN Secretariat and also potentially affected by the proposed consolidation. The Executive Director mentioned that the Institute's unguaranteed funding, the absence of core resources and the issuance of one-year contracts had a bearing on motivation. She indicated that she has kept staff members informed on developments on the proposed consolidation and encouraged the creation of a UNITAR Staff Association. She also emphasized that given the Institute's autonomous nature and the voluntary sources of its funding, Management was not able to issue permanent contracts to any staff member, in contrast to many other parts of the United Nations. The Executive Director indicated that in the event of a consolidation, it would be helpful for the Board to recommend to the Director-General of UNOG that any staff member displaced should be considered as an internal staff member for vacancies within the Secretariat. She noted that this would be particularly important for the general service category of staff.
18. The Chief of Human Resources drew a connection between job security and motivation, and noted that although there was considerable concern initially among staff members, staff perception has shifted over time with regular communication.
19. **The Board recalled its discussions on the proposed consolidation at its fifty-second session and took note of its observations under this sub-item. The Board expressed its wish to be consulted on the draft paper prior to its release to Member States in accordance with the Board's statutory role, and decided to meet virtually as soon as possible following the release of the paper on the proposed consolidation. The Board also expressed concerns on the possible repercussions on staff job security given the Institute's autonomous nature.**
20. Under item 5c, "Fiftieth anniversary of the Institute", the Executive Director recalled discussions at its fifty-second session and mentioned that it would be important to celebrate the occasion through an initiative, and that one initiative where UNITAR would be playing an important role in the future would be raising awareness among Member States on the post-2015 development goals, both at UN Headquarters among delegates, as well as at the country level with national and sub-national stakeholders. The Executive Director stressed that it would be important to engage with partners, including the Executive Office of the Secretary-General and the United Nations Development Programme (UNDP).
21. The Chairman remarked that given the present timeline and the period over which the anniversary would be celebrated, the initiative could be prepared for 2015 to coincide with the anniversary of the start-up of the Institute's operations in 1965. One member suggested that Management could begin with an event to coincide with the anniversary of the adoption of the General Assembly resolution later this year, and have events build up to larger, more visible ones in 2015. Members made a number of suggestions for possible themes and ways to celebrate the occasion, including marking fifty-years of training for multilateralism; creating United Nations postal stamps in celebration of UNITAR at 50; focusing on human empowerment through education and training; and selecting specific topic where progress needs to be made, such as in the area of protecting women from violence. In relation to the post-2015 development goals, one member added that there is already an extensive process underway and that it would be advisable for Management to identify a specific issue (e.g. post-2015 and the sustainable development agenda) rather

than attacking the subject matter broadly. One member suggested that it may be worthy to also focus on looking towards the future and to use the occasion as an opportunity for mobilizing resources. One member emphasized the idea of leveraging social media, launching a contest for a fiftieth anniversary logo and delivering something spectacular by perhaps leveraging the innovative work of UNOSAT. The Chairman suggested that it would be important to underline what UNITAR has done for its different constituencies and the success that the Institute has achieved taking into consideration its autonomous and self-funded character. The Chairman then summarized the observations and indicated that consensus had emerged that it would be important for the Institute to celebrate the anniversary from 2013 to 2015 under the theme "Human Empowerment: 50 More Years." **The Board took note of the observation and requested Management to prepare a more elaborate presentation for the Board's next session.**

22. Under item 6, "Finance and administration," the Chairman announced that the Finance Committee had convened on 12 April 2013 and that the newly elected Chairman, Mr. Quiñonez, would introduce the report of the Committee's fifth session and the sub-items in sequence.
23. Under item 6a, "Update on delegation of authority for limited financial functions", the Finance Committee Chairman summarized the sub-item and reported that Management has had positive discussions with the United Nations Office at Geneva (UNOG) and that the UN Controller had agreed to delegate authority to UNITAR for making allotments and that Management has put in place the necessary capacity to take on this responsibility. The Finance Committee recommended that the Board takes note of its observations as contained in its report. The Executive Director provided the Board with additional background on the matter, including the requirement for UNITAR to reimburse UNOG for the provision of administrative and financial services. The Executive Director also confirmed that Management is bringing the allotment function in-house and is filling a vacant general services post in the Administrative and Finance Section to cope with the additional workload. **The Board took note of its observations, praised management for taking action on the matter and requested to be briefed on the implementation of the allotment function.**
24. Under sub-item 6b, "Formula for cost recovery", the Finance Committee Chairman summarized the matter, indicating that the current cost recovery formula was considered to be insufficient to meet the costs of core services, and that Management had reviewed the cost recovery approach and concluded that a 7 per cent rate for indirect costs would be maintained and that a second charge for direct services would be applied that would be project specific. The Committee noted that this would bring more transparency and could increase the attractiveness of donors. The Finance Committee Chairman indicated that the Committee recommended that the Board approves the proposed cost recovery formula. The Executive Director added that the approach which was practiced since 2008 made the cost of staff appear to be very high. In reviewing the approach, Management concluded that it needed 18 per cent in 2013 and 2014 to cover its corporate costs, and that the proposed formula of including 7 per cent indirect programme support and a rate for direct service costs was similar to what other UN agencies were practicing. The Executive Director mentioned that the direct service charge would be variable, with a rate of 11 per cent applied for most projects, but that the rate would be reduced to 6 per cent for funding disbursed as grants to another entity to implement. **The Board approved the proposed alternative formula for recovering costs and requested that Management briefs the Board on its application.**
25. Under sub-item 6c, "Report of the Advisory Committee on Administrative and Budgetary Questions", the Finance Committee Chairman briefed the Board and highlighted that the hearing and report were both very positive. He informed the Board that the Advisory Committee had agreed with Management's efforts to align income with expenditure, to reduce support costs and to consider the proposed approach to cost recovery which

would present its support costs more transparently and attract more donors. The Finance Committee Chairman also noted that several issues pertaining to personnel were addressed in the report as a result of the financial situation and the proposed consolidation. The Chairman concluded by indicating that the Finance Committee recommended that the Board takes into account the report's observations and recommendations.

26. In relation to posts, the Executive Director added that Management discussed with ACABQ two staffing issues, one of which was the proposed downgrade of the Chief of the Hiroshima Office post from D-1 to P-5 since the post was staffed at the P-5 level for the past five years; and the second of which pertained to the creation of the D-1 post for the Director of the Research Department which was classified by the Office of Human Resources Management in June 2012 at the D-1 level but pending with Programme Planning and Budget Section at UNOG for some time. The Executive Director explained that the downgrading of the D-1 post in Hiroshima would enable Management to establish the D-1 post for the Director of the Research Department.
27. The Executive Director also mentioned that there was one D-1 post vacant (Associate Director, Training Department, Governance Unit) and that another D-1 post (Associate Director, Training Department, Peace, Security and Diplomacy Unit) would become vacant in July 2013. Citing serious financial constraints of the Governance Unit and the International Law Programme under the Peace, Security and Diplomacy Unit, as well as the evolving nature of the proposed consolidation, the Executive Director said that Management was proposing to keep the two posts vacant.
28. One member drew the Board's attention to the Report of the Advisory Committee and supported the position of the Executive Director on proposed adjustments to staffing. The member also made reference to the statutory role of the Board and requested that the Board be able to review the Institute's staffing in relation to any future consolidation or when the 2014-2015 strategy is presented. In relation to the Advisory Committee's observation that the Institute explore possibilities for strengthening its role in coordinating the capacity-building of national civil servants, the member emphasized that this is essential as it is very much the core of UNITAR's mandate, and suggested that this be discussed at more length at the Institute's next session.
29. The Executive Director responded that the proposed consolidated entity would be a centre of excellence in the areas of research, knowledge sharing and training, and that while promoting coherence would be a key role, it would also be important to manage expectations in that the new entity would not be covering everything in the three areas. One member observed that there are good institutions in the 'Global South' and that it would be important to examine how to link the entity with existing institutions. In concluding its discussions, **the Board took note of the Report of the Advisory Committee and affirmed its role in reviewing the staffing of UNITAR in line with the Board's statutory role.**
30. Under sub-item 6d, "Proposed revision to the Programme Budget for the Biennium 2012-2013", the Finance Committee Chairman highlighted several points including the proposed reduction of 4.9 per cent in the biennium budget to not only bring the budget in line with income, but also to account for a reduction in support costs and to include service costs for UNOG for the provision of certain financial and administrative services. The Chairman also noted the significant variations in income across the Institute, with the income of some programmes increasing and other programmes experiencing fundraising challenges. The Finance Committee proposed that the Board approves the proposed revision to the Programme Budget for the Biennium 2012-2013.
31. The Executive Director emphasized that the main driving factor of the proposed revision is to ensure that Management does not spend more than UNITAR earns. She noted that

the small reduction of 4.9 per cent conceals significant disparities within programmes, citing UNOSAT income increasing in 2012 by 59 per cent; peacekeeping training income increasing by 20 per cent; the closure of the Brasilia Office; and the disappointing performance in the Governance Unit, with income at 19 per cent below targets and with the Environment Unit down by 11 per cent. She mentioned that support costs are planned that income does not increase above budget. The Executive Director confirmed that Management was able to reduce support costs by 10 per cent, although the overall reduction in support was only 2 per cent as Management had to make a provision for UNOG charges and the costs for the Board of Trustees.

32. One member congratulated the Executive Director and Management in adjusting the budget, noted the discrepancies in the programmes and drew a relation between well performing programmes of UNOSAT and the Peace, Security and Diplomacy Unit and their physical location in Geneva. On the reduction of the support costs, the member congratulated Management, noting that 10 per cent is difficult to reach and recalling that the idea to have larger support costs was based on the expectation of a larger budget. The member noted the costs of the Board and recommended that such costs should be taken into consideration when deciding on the venue of its sessions. Finally the member commented on the ratio between activities and administrative budget as presented in the Programme Budget and suggested that it would be preferable to adjust the presentation given that a good proportion of the administrative budget is related to the delivery of activities.
33. Another member, in referring to the eventual discussion of a 2014-2015 budget proposal, mentioned that it may take place during the process of consolidation and, in that context, there may be other entities that would be part of the new consolidated entity that currently receive funding from the UN regular budget. In this context, the member enquired if there would be a possibility to include a contribution from the UN for this new entity for an interim budget.
34. The Executive Director agreed that the way in which the budget is currently presented gives the impression that the Institute's administrative costs are significantly higher than they actually are, and that in the future, the Institute's staff costs for implementing activities (i.e. programming staff costs) could be integrated into the activity line of the budget as opposed to the administrative lines. She also mentioned that at the fifty-fourth session, Management would propose an interim strategy for the Board's consideration and that there may be the need for some sort of transitional budget.
35. Several members added observations in relation to the funding of UN functions in the fields of peace and security, including conflict prevention and the broader notions of human security, and suggested that redefining UNITAR programming along those lines could conceivably open up opportunities for funding, including support from the regular budget. The Executive Director indicated that there are interesting possibilities through the proposed consolidation, including funding from regular budget savings, but cautioned members that regular budget funding could not be used for development activities. **The Board took note of its discussions and approved the proposed revision to the Programme Budget for the Biennium 2012-2013.**
36. Under sub-item 6e, "Update on the implementation of audit recommendations", the Finance Committee Chairman reviewed the two recommendations related to cost recovery and the establishment of a sub account to which direct service costs would be deposited, and noted that this would increase the transparency with the Institute's accounts. On the third recommendation on the International Public Sector Accounting Standards (IPSAS), the Finance Committee Chairman reported to the Board that this was ongoing and that once IPSAS was introduced, the Institute would need to have funds secured to cover the full value of staff contracts. The Chairman further mentioned that this

would have significant repercussions on the operations of the Institute in the absence of a non-earmarked reserve.

37. The Executive Director informed the Board that the external auditors were presently at the Institute and expressed concern on the scope and frequency of the external audit, taking into account the considerable amount of time and financial resources that the audit exercise consumes for a small, low-risk institute.
38. On IPSAS, the Executive Director confirmed that the Institute would need to have a legal commitment to cover the full value of contracts by January 2014 and that when the new enterprise resource planning system Umoja is introduced, Management would need to have deposited in the bank funds covering the full value of contracts. **The Board took note on the status of the implementation of the audit recommendations and recommended that the scope of the audit be limited given the size of the Institute's operations and taking into consideration the cost burden on the budget.**
39. Under sub-item 6f, "Interim financial statements for the biennium 2012-2013 ended 31 December 2012", the Finance Committee Chairman referred to the Committee's recommendation that the interim financial statements be included on the session's agenda. He informed the Board that the Executive Director had reported the Institute with \$21.3 million in income for 2012, compared to expenditures of \$21 million. The Chairman also informed the Board that the Institute's level of reserves and fund balances was \$7.5 million in 2011, compared \$10.2 million in 2010. This significant decrease was attributable to the recording of the Institute's obligations to its staff for the After Service Health Insurance (ASHI).
40. The Executive Director drew the Board's attention to the end of year reserves and fund balances in statement 1 and elaborated on the estimated value of the ASHI obligation, noting that it had increased considerably because of the reduction in the discount rate used in the actuarial valuation report. In response to one member enquiring about the balance of project funds and the interest accrued on contributions, the Executive Director confirmed that the Institute keeps earmarked funds until the respective projects are executed, and that any interest that is accrued is deposited as required by the donor. In concluding its discussion of this sub-item, **the Board took note of the interim financial statement of the Biennium 2012-2013 ended 31 December 2012 and expressed concern on the lack of a non-earmarked reserve.**
41. Under sub-item 6g, "Strengthening non earmarked voluntary contributions", the Finance Committee Chairman underscored the importance of this sub-item given the absence of a non-earmarked reserve. The Committee recognized the importance of the Board in terms of providing oversight and guidance, but also in terms of championing UNITAR both politically and economically. The Chairman mentioned that the fiftieth anniversary would be an opportunity to mobilize non-earmarked voluntary contributions, and that reviewing the list of donors and contributions from 2012 would be useful for the Board with a view to supporting the efforts of Management to mobilize non-earmarked contributions.
42. The Chief of the Administrative and Finance Section (AFS) presented the list of contributions for 2012 and made reference to the General Fund and to the Special Purpose Grant (SPG) Fund. In relation to the SPG Fund, the Chief of AFS reported that of the \$19.7 million in earmarked contributions, \$11.2 million came from government, \$807,000 from the private sector; \$4.9 million from other UN organizations and 2.9 million from interregional organizations and other entities. The Executive Director highlighted contributions from Nigeria, with \$770,000, and Afghanistan, with \$480,000, for special training programmes. The Executive Director also recognized the contributions to the General Fund from Russia and Switzerland, but reported that the total contributions received in 2012 was only \$309,000, which means that virtually everything needs to be charged to projects.

43. With respect to working to further increase non-earmarked funding, the Executive Director emphasized the need to seize end-of-budget cycle funding opportunities and called on the Board to help Management in identifying such opportunities. One member enquired if the list included in-kind contributions and indicated that it would be interesting to compare 2011 figures, mentioning that several countries that traditionally support multilateralism were rather low on the list of contributions.
44. Members generally suggested that mobilizing ear-marked funding appeared to be much more promising than non-earmarked funding in light of the current financial climate. Two members, in observing that many UN agencies are competing for the same resources, suggested that it would be useful to collaborate with other organizations in approaching certain governments or funding agencies. Two other members suggested that social media would be a worthy avenue to pursue, and one member observed that this would require the Institute to professionalize the fundraising function and that the present transition in which UNITAR found itself could be one such opportunity. Another member observed that some of the wealthiest countries in the world are not included in the list of contributors, and that in-kind contributions could be solicited from companies such as Google or Apple. One member stressed the importance of optimizing entry points by immediately following up and also giving importance to regional training initiatives, such as with the India, Brazil and South Africa (IBSA) configuration of countries. Finally, one member observed that it was important for members, while being appointed to the Board in their personal capacities, to be in contact with their respective governments. The member observed the level of funding provided by the Government of Switzerland, noted that it was important for countries wishing to shape the future of the Institute to be seen as a contributor and cautioned that uncertainties are not helpful for fundraising and that the sooner UNITAR emerges from the current set of uncertainties the better.
45. The Executive Director thanked members for their suggestions and provided some background on countries missing from the list of donors and the efforts that Management was undertaking. She stressed the importance of engaging in joint proposals and highlighted one or two recent examples in the field of the environment between the United Nations Development Programme, the United Nations Environment Programme and UNITAR. In response to the question on in-kind contributions, the Chief of AFS drew the members' attention to the note in the financial statements and reported that in 2012, UNITAR received an estimated \$1,976,444 in contributions in-kind. **The Board took note of the list of donors and contributions for 2012 and recommended Management to develop a fundraising communications strategy taking into consideration the current economic climate.**
46. Under item 7 of the agenda, "Key performance indicators", the Chairman recalled that Management has been tracking a set of key measures since 2010 and reporting to the Board on a regular basis. The Executive Director invited the Manager of Monitoring and Evaluation (M&E) to review the actual values of the performance indicators. The M&E Manager noted that the Institute had met or surpassed targets on a number of indicators related to events and beneficiaries, although the number of training and training-related beneficiaries remained proportionally low and below 2011 figures given the number of large-scale outreach events such as conferences, public lectures and side events. In terms of participant feedback on the Institute's training services, the Manager highlighted the very positive reaction to the learning-related events, with 95 per cent of respondents agreeing or strongly agreeing with the overall usefulness of events. With regard to the set of financial indicators, the Manager indicated that while the income target was met and while the percentage of self-generated income (SGI) remained stable, Management was not able to set aside funds as a non-earmarked reserve. The Executive Director added that in the future, the Institute would be recording the value of reserves and fund balances before ASHI, as opposed to after ASHI as has been the case since 2010. In reference to beneficiaries, she also mentioned that UNITAR would be focusing efforts on increasing

the number of training and training-related beneficiaries and that in 2013, the overall number of beneficiaries may decline but that it was expected that the proportion of beneficiaries from structured learning events would increase.

47. One member congratulated Management on mobilizing nearly 10 per cent of SGI in 2012. Another member, in congratulating the Institute on tracking the set of key indicators, enquired if Management anticipated that performance would be negatively affected with the uncertainty surrounding the proposed consolidation. The Executive Director did not think that the consolidation would lead to a downward trend in performance since the Institute's programming and operations would continue with the new entity. **In concluding its discussion under this item, the Board took note of the 2012 key performance indicators and values.**
48. Under item 8 of the agenda, "Update on partnerships", the Executive Director briefed the Board on partnership developments since the fifty-second session and emphasized that partnerships were an important dimension of the Institute's work since UNITAR's expertise was primarily in training and training-related methodologies, and not in the substance of the issues. The Executive Director mentioned that the Institute has concluded a partnership on the green economy with the International Labour Organization (ILO), UNEP, UNDP, and the United Nations Industrial Development Organization (UNIDO). She also indicated that a new International Training Centre for Local Authorities (CIFAL) was established in Merida, Mexico, and that discussions were underway for the possible establishment of a CIFAL in Gabon; and that partnerships were concluded with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Organisation for Islamic Cooperation (OIC).
49. In relation to Gabon, one member suggested that Management may wish to contact the United Nations Regional Office for Central Africa as it is based in Libreville. In response to the member's request for an update on the partnership with the City of Annemasse, the Executive Director informed the Board that UNITAR and Annemasse have agreed that the city would host an international meeting of municipal officers with participation from the CIFAL centres, the UN system in Geneva and the private sector on the green economy, with a view to facilitating networking among the sectors and providing a platform to showcase activities. **The Board took note of the update on partnerships.**
50. Under item 9 of the agenda, "Programming highlights", the Chairman invited the Executive Director to introduce programme representatives for presentations on peacekeeping training of trainers, technology applications and integrated solutions, and the Executive Masters Programme in Development Policies and Practices.
51. Under item 9a, "Peacekeeping training of trainers (ToT): Experiences and lessons learned", Ms. Claudia Croci, Associate Programme Officer of the Peacekeeping Training Programme, recalled the programme's mission to contribute to the effectiveness of peace operations by improving the preparedness of civilian, military and police personnel eager to serve in peace operations. Under the guidance of its Advisory Board, the programme engages in ToT as an effective and efficient way to achieve its mission. The programme has sought to enhance the capacities of national and regional training institutions by providing trainers with the knowledge and skills to implement high quality training in the field of peacekeeping and peacebuilding. Since 2010, the Institute delivered 13 ToT courses for the benefit of 187 trainers from 8 training institutions in Africa. The programme's role is to continue expanding the curriculum available, working with experts, specialized organizations and the United Nations Department of Peacekeeping Operations (DPKO) and Field Support (DFS). Additionally, the programme works to expand the approach for the benefit of more partners, who will then take over the delivery of training in their respective institutions, thereby creating a multiplier effect, ensuring ownership and sustainability of results.

52. Under item 9b, “Examples of current technology applications and integrated solutions”, Mr. Francesco Pisano, Director of Research, Technology Applications and Knowledge Systems, introduced the topic by recalling the specificity of UNITAR’s mandate in area of research, which is related to the functions and objectives of the United Nations and the requirements of the Secretary-General. He emphasized that Institute’s research strategy had two goals: to apply technology and develop knowledge innovation to help Member States and the United Nations achieve objectives; and help the UN and the international community more broadly stay abreast of evolutions in technology and innovation.
53. Mr. Pisano then invited Mr. Einar Bjorgo, the newly appointed Manager of UNOSAT, to present an example of the programme’s applied research. Mr. Bjorgo reviewed recent activities in capacity development and a development of new project monitoring service. He noted that capacity development initiatives focusing on disaster risk reduction have seen a strong increase in the past year, particularly in East Africa and in close cooperation with the Intergovernmental Authority on Development. Moreover, the Manager reported that UNOSAT activities in Asia continue to support national governments and regional training in collaboration with the Asia Disaster Preparedness Centre. He presented a new web-based project monitoring service that uses a combination of frequently updated satellite images and on-site collected photo application that automatically maps photos online. He mentioned that the server is a cost-effective tool to manage development projects, monitor progress and ensure accountability towards donors.
54. Under item 9c, “Executive Masters Programme in Development Policies and Practices”, Mr. Alexander Mejia, Manager, Local Development Programme (LDP), presented the Masters Programme which was specifically designed for Afghanistan’s Ministry of Finance. As a year-long programme jointly developed by UNITAR and the Graduate Institute of International and Development Studies in Geneva, the programme is designed to enhance the leadership, financial management, and communication skills of mid-career professionals; gives participants the opportunity to continue their work at their Ministry; and combines professional practice and competencies with academic training in research and analytical thinking. Expanding the beneficiaries’ learning environment, this carefully designed year-long curriculum, uses a mix of methods to engage and train beneficiaries including mentoring, e-Learning, coaching, project-based applied study, and field study in two selected international locations. A unique feature of the programme is its adaptability to the professional’s working context, requiring six months to research and write a thesis at the participant’s place of work.
55. Members congratulated the staff members on their presentations. In the ensuing question and answer period, one member enquired about the Institute’s future plans in the area of satellite analysis programming; another member enquired if the technology could be used for live monitoring. Another member observed that satellite technology programming could be linked to work in the fields of environment and local government, and also enquired to what extent UNOSAT was linked with other institutions, both regional and sub-regional, with a view to enhancing the reach of the programme’s work. The UNOSAT Manager responded to the questions and observations by indicating that UNITAR would continue with its satellite-related programming across the board, but that it would be reorienting its services by placing increased emphasis on capacity development at the regional and national levels as well as working in the field of data integration. The Manager indicated that technology was still far away from providing live data monitoring, but mentioned that there was a new initiative in which a live video camera would be installed later this year on the Russian Space Station. Finally, the Manager indicated that UNOSAT had initiated work with LDP, including the co-organization of a Geneva-based briefing on using satellite technology for local development, and that it was interested in developing

further its work, including work at the regional level in Latin America. One member expressed much support on the present and future areas of UNOSAT programming and suggested that the Institute considers exploring the application of this technology in the field of drugs.

56. In the area of peacekeeping, one member asked if the Institute had relations with the country-led peacekeeping training initiatives; another member enquired to what extent the programme was involved in Latin America and suggested that there could be contacts with the Inter-American Defense Board which is part of the Organization of American States. The Programme Officer confirmed that UNITAR was working closely with national, regional and international institutions with a view to avoiding the duplication of initiatives, and made reference to a project in Sierra Leone in which UNITAR closely worked with the British Army and contributed its expertise on the protection of civilians in the broader capacity development initiative. She also took note of the suggestion to expand its programming to Latin America. In response to one member emphasizing the need to tailor courses to the specific needs and conditions of different regions, the Programme Officer stressed that the programme takes into consideration and adapts its learning materials, including when a course is delivered in different languages.
57. On the Executive Masters Programme, one member, in making reference to the important capacity development work being undertaken in transitional countries such as Afghanistan and Iraq, observed the challenge to ensure that beneficiaries remain in their areas of work as a follow-up to training in order to have application and impact. The member also highlighted the significance of the project being financed by the Ministry and was pleased that the programme was being developed with a highly recognized academic institution, noting that this could be potentially explored further depending on the nature of the training. Another member emphasized the importance of certification in the learning industry for many training institutions and encouraged the Institute to pursue this with recognized bodies. Another member observed the importance of providing training in-country. In his response, the Manager emphasized the significance of the Afghan government funding the initiative and the importance that the government attaches to opportunities for training abroad, but indicated that most of the activities would actually be taking place in Kabul. He also emphasized the importance of developing capacities at the local level, and underlined that the twenty beneficiaries selected for the training are handling the decentralization process of Afghanistan. **The Board took note of the Institute's programming highlights.**
58. Under item 10 of the agenda, "Dates for the fifty-fourth session of the Board and adoption of the session's conclusions and recommendations", **the Board agreed to convene its fifty-fourth session in Geneva between 25 and 29 November 2013. The Board also agreed to convene by video and/or teleconference after the paper on the proposed consolidation is issued.**
59. The Chairman announced that the Secretary would prepare and circulate the draft report after which members would have five business days to revert with comments. A final version of the report of the fifty-third session with the incorporated edits would then be circulated to trustees for validation. **The Board agreed.**
60. The session was adjourned.