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# UNITAR

**UNITAR Board of Trustees**  
**Forty-Third Session**  
**Geneva**  
**26 - 27 April 2005**



**United Nations Institute for Training and Research**

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**CONCLUSIONS AND RECOMMENDATIONS OF**  
**THE FORTY-THIRD SESSION OF THE BOARD OF TRUSTEES**

1. The Board of Trustees of the United Nations Institute for Training and Research (UNITAR) held its forty-third session in Geneva on 26 and 27 April 2005.
2. The following Board members attended the session or were represented:
  - Ms. Agnes Y. AGGREY-ORLEANS..... (Ghana)
  - Mr. Munir AKRAM ..... (Pakistan)  
Representative: Mr. Faisal Niaz TIRMIZI
  - Mr. Luis Alfonso DE ALBA ..... (Mexico)  
Representative: Ms. Socorro ROVIROSA
  - Ms. Rasha AL-SABAH ..... (Kuwait)  
Alternate: Ms. Salwa AL-MUTAIRI
  - Mr. Jean-Marc BOULGARIS..... (Switzerland)  
Alternate: Mr. Paul GARNIER
  - Mr. Bernard FAUTRIER..... (Monaco)
  - Ms. Naéla GABR MOHAMED GABR ALI..... (Egypt)  
Alternate: Mr. Mohamed ELEWA
  - Ms. Elisabeth GATEAU ..... (France)  
Alternate: Mr. Edgardo BILSKY

- Dr. David HAMBURG .....(USA)
- Mr. Omar HILALE (Chairman)..... (Morocco)  
Alternate: Mr. Azzeddine FARHANE
- Mr. Yuji IKEDA ..... (Japan)  
Alternate: Mr. Shigeki Koyama
- Mr. Bernard KESSEDJIAN (Vice-Chairman) .....(France)  
Representative: Mr. Olivier MARTIN
- Mr. Milos KUZVART ..... (Czech Republic)
- Mr. George NENE .....(South Africa)  
Alternate: Ms. Laura JOYCE
- Mr. Carlos Antonio da ROCHA PARANHOS .....(Brazil)  
Alternate: Mr. Paulino Franco de CARVALHO
- Mr. Henri PROGLIO .....(France)  
Representative: Mr. Dominique HERON
- Mr. SHA Zukang ..... (China)  
Representative: Dr. DENG Hongmei
- Mr. Leonid A. SKOTNIKOV .....(Russian Federation)  
Representative: Mr. Anatoly KHUDYAKOV
- Mr. Aminu Bashir WALI..... (Nigeria)  
Alternate: Mr. Paul LOLO

**Ex Officio:**

- Mr. Marcel A. BOISARD, Executive Director, UNITAR
- Mr. Sergei ORDZHONIKIDZE , representing the Secretary-General  
Representative: Mr. Bertrand Juppin de FONDAUMIERE  
Alternate: Mr. Udorn CHANTRANUWATANA

**Secretary of the Board**

- Ms. Nassrine AZIMI

3. Under Agenda Item 1 (Adoption of the Agenda), Item 2 (Introduction of New Trustees) and Item 3 (Arrangement of the Work Session) the Chairman first welcomed four new Trustees, namely H.E. Mr. Aminu Bashir Wali (Nigeria), Mr. Henri Proglia (Chief Executive Officer of Véolia Environnement), Ms. Elisabeth Gateau (Secretary-General of United Cities and Local Governments) and H.E. Mr. Luis Alfonso De Alba (Mexico). The Chairman also congratulated those Trustees recently nominated for a second term by the Secretary-General. They are: H.E. Ms. Naéla Gabr (Egypt), Dr. David Hamburg (USA), H.E. Mr. Omar Hilale (Morocco), H.E. Mr. Bernard Kessedjian (France), Deputy Director-General Mr. George Nene (South Africa), H.E. Mr. Leonid Skotnikov (Russian Federation) and H.E. Mr. Sha Zukang (China).

4. In his opening remarks the Chairman welcomed recent developments in UNITAR's work and partnerships – notably with regard to the increasing involvement of local authorities and the private sector. The central training role of UNITAR within the United Nations system and its work on crucial topics facing the Organization, as well as the concrete contributions of the Institute to the follow-up of international events and the increasing use of information technology for a wider dissemination of its courses and programmes were to be discussed. The Chairman also listed additional pending matters requiring the decision of the Board, notably questions relating to the need for consolidating existing programmes, the necessity for UNITAR's involvement in and support to ongoing reform efforts of the United Nations and, also, the persistent problem of rental and maintenance costs for the Institute's premises. Lastly, the Chairman expressed his and other Trustees' satisfaction with the fact that the Executive Director was still at the helm of the Institute – hoping that this would allow UNITAR a planned and orderly transition to a new management in the years ahead.

5. The Board adopted its agenda and work arrangements for the duration of the session.

6. Under Agenda Item 4 (General Financial Report) the general financial situation of UNITAR was presented by the Finance and Administrative Officer, including the unaudited Interim Financial Statements for the 12-month period of the biennium (2004-2005) ending 31 December 2004.

7. The General Fund showed an excess of income over expenditure of over US\$ 400,000 for the year, and consequently the fund balance at 31 December 2004 had increased to over US\$ 1,000,000. This amount corresponded to the objective fixed by the Board in 1994 – namely to constitute a solid positive balance of approximately US\$ 1,000,000 at the end of each year, to cover the totality of expected operational costs for the following year. The Executive Director reminded the Trustees that UNITAR, unlike other United Nations organizations, received no assessed contributions, having to rely instead on voluntary contributions only. The Institute could, for example, not commit to any expenditure until funds were actually paid-in. Ensuring an operational reserve was, in such a context, a real necessity, and is now achieved thanks to the aforementioned reserve. Ironically however, this positive development had created certain difficulties with donors who had restrictions, within their own financial and accounting practices, in contributing to organizations or programmes with too large a carry-over. The Executive Director noted however that now the objective of providing minimum continuity for the Institute had been attained and that the US\$ 1,000,000 reserve and fund balance would probably not rise any further.

8. With regard to the fund balance of the Special Purpose Grants, amounting to US\$ 8,564,689 as at 31/12/2004, the Executive Director recognized again the misunderstandings this could cause. He emphasized that many donors provided multi-year project funding in advance, a practice that was highly desirable and beneficial to their planning. These contributions, all ear-marked, could however inadvertently give the false impression that the balance was excessive. The Board sought the advice of the United Nations Office at Geneva (UNOG), as to the means available for making clearer the presentation of the UNITAR accounts. It was recommended that a request be submitted to the United Nations Controller to incorporate additional details under the Notes to UNITAR Financial Statements.

9. The Board took due note of the improvements in the presentation of the financial statements of the Institute. It also expressed satisfaction with the multiple layers of financial controls used – through review by UNOG’s relevant services, the Board itself, the Controller’s Office, the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Internal and External Audits. While the Board welcomed the continued improvements and clarity in the format and presentation of financial statements, it also acknowledged that for an institution as small as UNITAR, where there were already so many layers of monitoring in place, excessive micro-management was to be avoided and reasonable time and resources left to the staff to devote themselves to UNITAR’s core function, namely the design and delivery of training programmes. The Board adopted the Institute’s revised budget for the 2004-2005 biennium.

10. Under Agenda Item 5 (Personnel) the Executive Director gave an overview of the status and number of Staff, Senior and Special Fellows, as well as Fellows and interns of the Institute. In the revised figures submitted to the Board, further clarity had been sought so as to distinguish those who worked regularly and continuously with the Institute in varying capacities from the hundreds of lecturers and experts who intervened only for specific courses and programmes.

11. Under Agenda Item 6 (Financial Viability of UNITAR: Rental and Maintenance Costs) the Executive Director first expressed his concerns with regard to continued references to UNITAR’s ‘viability’, a legacy of the early 1990s when the Institute was still struggling for survival. He considered that the use of this term was now quite inappropriate, considering the renewed dynamism and expansion of UNITAR.

12. With regard to rental and maintenance costs, the Board noted with concern that while the financial situation of programmes was improving through the Special Purpose Grants, the General Fund of UNITAR remained vulnerable. The Board emphasized that the stability and strength of the General Fund was crucial, both for the overall continuity of the Institute, and more specifically, for the design and conduct of training programmes for delegates in Geneva and New York. In addition, the Board noted the paradox in the frequent requests of the Second Committee, for more programmes to be provided, free of charge, to delegates in other United Nations venues (Addis Ababa, Bangkok, Beirut and Santiago), while at the same time the Fifth Committee has not as yet approved funding from the Regular Budget of the United Nations for these initiatives or to cover the costs of UNITAR office space designated for such programmes. The Board agreed that support to the General Fund from the UN Regular Budget was necessary if the Institute was to expand its activities in response to the requests of the Second Committee. In that regard, the Board would pursue further the amendment of the Institute’s Statute to remove the legal impediment to contribution from the Regular Budget.

13. In this context the Executive Director also raised the question of the inadequate and rather dismal office space made available, at relatively high cost, to UNITAR in New York. One suggestion was to explore the possibility of sharing space/costs with like-minded United Nations or other international bodies and agencies in New York. The Trustee from Switzerland also reminded the Board that office space provided to UNITAR at subsidized rates at the 'Maison de l'Environnement' in Geneva, whilst of the highest quality, could prove unavailable were more environmental programmes to need space in Geneva in the future.

14. The Trustees felt however that it was more prudent to address, separately, the two issues of lack of funding support from the United Nations Regular Budget to UNITAR's rental and maintenance costs on the one hand, and the ever-increasing demands of Member States for additional courses to be provided by UNITAR free of charge on the other. The Trustees felt that while the situation was indeed frustrating, it was necessary to continue to appeal to the understanding of Member States and in particular the Fifth Committee. A strategy to find original ways of reconciling the expansion and dynamism of UNITAR with the constraints imposed upon it due to lack of core resources and space was to be sought.

15. Under Agenda Item 7 (Fund-raising) the Executive Director reminded the Trustees of the Herculean task of writing, each year, to more than 190 missions in Geneva and New York, reminding them of UNITAR's existence and its reliance on voluntary contributions. He noted that while there had been some success attracting additional donors, the results achieved were hardly commensurate with the amount of efforts invested. He also noted that the bulk of new or resumed contributions had come from developing countries, such as the Bahamas, Indonesia, Iraq, the Marshall Islands, Namibia and Qatar. While this was certainly a sign of renewed confidence in UNITAR's work, as long as industrialized countries do not resume their contributions suspended at the peak of UNITAR's crises in the late 1980s, the Institute would remain vulnerable. The Chairman considered however that the Trustees, by focusing on selected countries that seemed ready and open to resuming their contributions, could most probably achieve progress in 2005, mentioning that Geneva would be a good place to start these efforts anew.

16. Under Agenda Item 8 (Principal Developments and Characteristics of Recent Programmes) the Executive Director noted the trends suggested by the Board in previous sessions, namely caution in developing new programmes but renewed emphasis on the consolidation of existing programmes and on creating synergies within them. This strategy had clearly been wise as during the past year, bilateral and multilateral donors had continued their support while other implementing agencies within the United Nations system had been increasingly resorting to the training services of UNITAR. The Executive Director further noted with satisfaction the progressive involvement of the private sector in UNITAR's work and remarked that the dynamism, expertise and extensive resources of the private sector, combined with the public and international mandate of UNITAR, made for a natural and effective partnership which could ultimately better the quality and outreach of the Institute's work in human resource development. In this context the Trustee from Switzerland welcomed in particular the opening of the Institute towards the private sector and suggested a further study of UNITAR Statutes to ensure that it was up to date and ready to accommodate the changing nature of the new actors involved in the work of the Institute. Specifically, he requested that criteria for selection of private sector companies be clarified.

17. Under Agenda Item 9 (Oral Presentation of Some Selected Programmes) eleven UNITAR Programmes were presented, briefly, to the Board, followed by question-and-answer sessions. The summary of these programmes follows:

### **International Affairs Management**

The presentation was comprised of an overview on the various types of activities conducted by the Training Programme in Multilateral Diplomacy and International Affairs Management, namely the training for the diplomatic communities, the fellowship programmes and the tailor-made training activities. A special focus was on new developments and events conducted in 2004 & 2005 ([www.unitar.org/iam](http://www.unitar.org/iam)).

### **Climate Change Programme**

The two major programmes that CCP oversees were the focus of the presentation, namely: the C3D, or Climate Change Capacity Development Project and the National Adaptation Programmes of Action's online support programme (NAPAs).

In the spirit of the capacity building decisions adopted at the 7th Conference of Parties to the Framework Convention on Climate Change in Marrakech, UNITAR has worked closely with the UNFCCC secretariat in the aim of contributing to implementation of these decisions. The C3D project's aim is to build the institutional capacity of three regional partners in Africa and Asia (ENDA in Senegal, ERC in South Africa and MIND in Sri Lanka) through the development of training materials and by sharing lessons learned amongst the centers on climate change issues. This programme is jointly funded by the Irish Aid cooperation and the European Commission. A new programme is under preparation and will include two additional partners: one in the Pacific, SPREP and one in the Caribbean, the Community Climate Change Caribbean Center. It was submitted to the ACP Fund by the European Commission.

Another recent COP Decision initiated the NAPA process, a process in which Least Developed Countries (LDCs) are to identify their urgent and immediate needs to adapt to the present threats from climate change. The process is uniquely for LDCs as they are the most affected by climate change and have the least capacity to deal with the impacts. CCP has begun an online support program to assist 20 francophone LDCs in the preparation of their NAPAs with a grant from the French Ministry of Foreign Affairs and is exploring with GEF implementing agencies the possibilities to expand this activity to all LDCs ([www.unitar.org/ccp](http://www.unitar.org/ccp)).

### **Debt and Financial Management Programme**

Established in 1987 following a high-level expert meeting in Geneva, UNITAR's Training Programme in the Legal Aspects of Debt and Financial Management has designed and conducted training for debt managers and finance-sector government officials since 1990. The programme primarily focuses on:

- Training government officials through short-duration regional seminars and workshops on the 'legal aspects' of debt and financial management;
- Offering a range of e-Learning courses each year to meet the training needs of debt managers on an on-going basis;
- Strengthening existing ties with regional organizations and debt management training centres to create a multiplier effect in training on debt management issues;

- Creating awareness among senior government officials and decision makers on the importance of the legal aspects in the borrowing process; and
- Disseminating information and best practices through publications, distance learning training packages as well as through the programme website.

This year, the presentation of the programme to the Board of Trustees will focus on: (a) UNITAR's Debt Programme Design and Framework; and (b) e-Learning for Debt Managers. ([www.unitar.org/dfm](http://www.unitar.org/dfm)).

### **New York Office**

The New York Office, under new leadership since October 2004, is currently updating its list of course offerings for New York-based delegates and representatives of international organizations and civil society. In doing so, it will ensure that courses meet the immediate needs of diplomats and the international community. Some activities planned this year by the New York Office are specifically targeted towards issues of relevance to the United Nations in 2005, in particular those tied to the recommendations of the report of the High-level Panel on Threats, Challenges and Changes and the Millennium Summit +5. UNITAR's New York Office is also exploring ways to implement the third prong of its original mandate established in 1996, namely to offer capacity-building and training activities in the areas of social and economic development and peace and security throughout the Americas. For its activities in New York and possible projects beyond United Nations Headquarters, the New York Office is working towards securing additional funds through partnerships with governments, United Nations agencies and private foundations. It is also exploring ways of playing a more active role as liaison office for Geneva, relaying information and promoting the ascending achievements of its Headquarters in various fields, often unknown to the international community in New York despite their deep relevance ([www.un.org/unitar](http://www.un.org/unitar)).

### **Hiroshima Office for Asia and the Pacific**

In 2004 the UNITAR Hiroshima Office pursued a policy of both institutional and programmatic consolidation and expansion. Programme areas initiated a year earlier - namely on *World Heritage Sites*, *International Economics and Finance*, *Sea and Human Security* and *Biodiversity* were continued; *post-conflict reconstruction*, one of the main areas of work of the office and its *Afghan Fellowship* in particular, was challenging but inspiring and has met with keen interest, in the region and internationally. Regional week-long workshops, mostly held in Hiroshima, have continued to provide the opportunity to assist and support the work of numerous government officials and academics around the Asia-Pacific region and, also, to develop and test Training of Trainers (ToT) methodologies. These methodologies are then shared with UNITAR alumni for implementation at the national level. For these activities, HOAP's main role will be as training mentor and guide, assisting mostly in methodology, curriculum design, and provision of training material.

The Hiroshima Office also organized one international conference and many high-level roundtables with notable scholars, politicians and commentators. The roundtables in particular have been met with great interest by the local community, allowing it a better understanding and appreciation of UNITAR's work and presence in Hiroshima ([www.unitar.org/hiroshima](http://www.unitar.org/hiroshima)).

### **Environmental Law Programme**

The presentation brought out the overall goals of the programme, namely:

- ❑ To raise awareness and improve general knowledge on international environmental law;
- ❑ To strengthen capacities for the implementation of environmental obligations at the regional and national levels particularly through the drafting of environmental action plans;
- ❑ To facilitate the development of a legislative framework for the protection and the management of environment.

The ELP programme has two main components, and the presentation discussed:

1. The Distance Learning Course on International Environmental Law consisting of 10 course-books.
2. Capacity Building Programmes in the field of international environmental law. Within this context, there are two types of workshops that ELP conducts:
  - Workshops for governmental officials;
  - Training and awareness-raising workshops for specific professions like legal professions, members of Parliament and professionals working in the environmental domain. The workshops organized in 2004 and projects for 2005/2006 were touched upon during the last portion of the presentation ([www.unitar.org/elp](http://www.unitar.org/elp)).

### **Peacemaking and Preventive Diplomacy Programme**

The UNITAR Programme in Peacemaking and Preventive Diplomacy was initiated in 1993 to enhance the effectiveness of the United Nations' efforts in conflict prevention and resolution. Since then, the programme has expanded to provide a range of research and training including: a Fellowship Programme for diplomats and UN staff to enhance their capacities for conflict analysis, negotiation and mediation; two training programmes for African diplomats, defence officials and civil society representatives to strengthen their contribution to conflict prevention and peacemaking on the continent; two training programmes for representatives of indigenous peoples to build on their capacity to constructively engage in dialogue with governments and other actors to improve the quality of life in their communities; and a programme for briefing and debriefing the Special and Personal Representatives of the UN Secretary-General to document their valuable lessons and make them available through a regular seminar, book and DVD interviews to future representatives of the Secretary-General ([www.unitar.org/ppd](http://www.unitar.org/ppd)).

### **"United People" Project**

A world tour with a mythical plane equipped with 13 cameras, to carry the message of the United Nations and muster public goodwill and initiative in particular the youth. Sixty stop-overs are planned in order to collect ideas, questions and propositions and take them to the UN headquarters.

To lead this unique and singular project which received the agreement of the UN Secretary-General, UNITAR will be the key structure of the whole operation in close co-operation with UNDP, UNEP and ICAO. Thousands of net surfers all over the world will be able to follow the trip on a flight simulator. The virtual pilots, young people in particular, will be able to visualize images transmitted from the Catalina on their screens. The world's media will be associated with the project to broadcast it as widely as possible. According to the recommendations of the UN Secretary-general, the financing of the operation must be ensured by external backers.



### **UNOSAT Programme**

Improving the efficiency and effectiveness of international humanitarian response to crises as well as longer term sustainable recovery are central to the on-going UN Reform process. Easy access to reliable information on affected regions is a key element to adequate scaling of response and appropriate coordination of all actors involved. Most geographic information needs can be satisfied with satellite imagery. However, non specialists face difficulties in obtaining such information. UNOSAT facilitates such services for local authorities, technicians and humanitarian workers devoted to early warning, crises response, sustainable recovery and vulnerability reduction.

Since 2002, UNOSAT delivers services 24 hours a day, 7 days a week, through Internet and direct contact, at negotiated price conditions. Services include methodological guidance, satellite imagery selection and procurement, image processing, editing of maps and GIS services. The UNOSAT consortium combines capacity to manage complex projects, a deep understanding of the member-community's activities, expertise to define, set-up and ensure the delivery of products and services, infrastructure and know-how for offering high-level training of international and local personnel. Based on progress made to date, the new strategic plan 2005-2007 focuses on service consolidation and securing its UN leadership ([www.unosat.org](http://www.unosat.org)).

### **Decentralized Cooperation Programme**

The Decentralized Cooperation Programme is a partnership with local authorities launched in 2002 at the World Summit on Sustainable Development as a Type II initiative. It aims at providing training to local actors in order to enhance their capacity to implement the Millennium Development Goals at the local level, focusing on access to basic services: water, sanitation, waste management, transport, energy, health, information and communication. DCP activities are implemented through the CIFAL Network. CIFAL Centres' training and capacity building activities are action-oriented. They support local authorities in implementing the Millennium Development Goals in the context of their increasing responsibilities by promoting South-South city-to-city cooperation, adequate public-private partnerships and financial mechanisms to improve access to basic services for all.

The CIFAL Network is composed of 11 collaborative centres (Atlanta, Barcelona, Bilbao, Curitiba, Divonne-les-Bains, Durban, Kuala Lumpur, Lyon, Shanghai, Ouagadougou and Ploch). They are recognized as local Public private partnership platform for local authorities in this field by the UN System and Associations of Local Authorities across the world.

The Decentralized Cooperation Programme experienced an important growth in activities since the World Summit on Sustainable Development. This growth was reinforced through the preparation of cities and regions for the World Summit on the Information Society and the new "Information Society" DCP cluster on the one hand, and the expansion of other activity branches, in particular partnerships with the private sector and human development related activities, among them public safety, economic development capacity building activities and partnerships with oil companies ([www.unitar.org/dcp](http://www.unitar.org/dcp)).

## **Chemical and Waste Management**

UNITAR's Programmes in Chemicals and Waste Management support developing countries and countries in economic transition in their efforts to ensure that dangerous chemicals and wastes are handled safely throughout their life cycle, without causing harm to human health and the environment. They are linked to the implementation of international environmental agreements and implemented through collaboration with convention secretariats and international organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC). Specific programme areas include: Development of Integrated National Programmes for the Sound Management of Chemicals and Waste; Implementation of the Globally Harmonized System of Classification and Labelling of Chemicals (GHS); Development of National Pollutant Release and Transfer Registers (PRTRs); and Persistent Organic Pollutants (POPs). Over the past years, collaborative country projects have been implemented in more than 100 countries.

### *Governance and Environmental Democracy*

Building upon lessons learned from chemicals and waste management as well as other UNITAR programmes, a new programme area on Governance and Environmental Democracy has been developed with the aim to strengthen national frameworks and capacities for effective public participation and governance in environmental risk management. In developing this programme, partnerships have been developed and are being strengthened with the Secretariat of the Aarhus Convention (UNECE), academic institutions (i.e. the University of Cape Town and Yale University), as well as relevant regional bodies involved in democracy building, such as NEPAD. The medium term objective of the programme is to contribute, with a focus on training and research, to the concerted global efforts to strengthen democratic systems of governance in countries around the world ([www.unitar.org/cdm](http://www.unitar.org/cdm)).

*(See also the following page regarding SWOT Analysis and Strategic Considerations for the Programme).*

## Chemicals, Waste and Environmental Democracy: SWOT Analysis

<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"><b>Strengths</b></div> <ul style="list-style-type: none"> <li>• innovative methodologies</li> <li>• ability to respond quickly</li> <li>• committed and motivated staff</li> <li>• lean and highly supportive internal management</li> </ul>	<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"><b>Weaknesses</b></div> <ul style="list-style-type: none"> <li>• lack of core budget creates uncertainty</li> <li>• flexible HR strategy required</li> <li>• limited organizational support</li> <li>• constraints to manage large projects</li> </ul>
<ul style="list-style-type: none"> <li>• need for constant innovation</li> <li>• possible lack of niches for UNITAR</li> <li>• growing international competition</li> <li>• reduction of direct bi-lateral funding</li> <li>• limited access to GEF funding</li> </ul>	<ul style="list-style-type: none"> <li>• role in SAICM implementation</li> <li>• synergies for capacity building under international agreements</li> <li>• public – private partnerships</li> </ul>
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"><b>Threats</b></div>	<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"><b>Opportunities</b></div>

### Strategic Considerations & Reflections

- Identifying opportunities for win-win partnerships within UNITAR (e.g. between CWM and DCP)
- Defining benchmarks for success of UNITAR activities (activity vs. impact)
- Technical guidance vs. knowledge management
- Service provider or competitor vis-à-vis other UN bodies
- Defining relationships with and contributions from industry for public-private partnerships serving the public interest
- Strengthening participation of civil society in country-based projects
- Integrating UNITAR's services within major UN processes (e.g. through New York Office)

18. Some of the questions and recommendations raised by the Trustees after the presentations can be summarized as follows:

- Develop new programmes in crucial areas such as the prevention of war and genocide and the work of the Peace-building Commission (which was being called to play a key role in post-conflict countries, 50% of which went back to a state of war *after* peace negotiations);
- Increase the involvement of institutions and scholars/experts from developing countries, where relevant, in the curriculum design and delivery of courses;
- The initiative tentatively named ‘The United People Project’ was received with both caution and interest. While there was appreciation by some Trustees of the originality of the initiative and its potential to contribute to the work of the UN and of UNITAR, it was also clear that more time would be required to think through what the training format, content and purpose of each of the 60 stopovers in the round-the-world flight would be, what would happen before and during each stopover and, even more importantly, what positive legacy such a stopover would leave behind. One idea was that the stopovers could be used to highlight the vast, diverse and relatively unknown *training* work of the United Nations around the world. Such an emphasis, in addition to highlighting crucial but unacknowledged work of many UN bodies, would be particularly relevant to UNITAR’s mandate. The Board agreed with the Executive Director that more research and preparation – on all aspects of the initiative – was needed. A detailed proposal would be submitted to the Board in the months ahead.
- Trustees were interested in the SWOT (strengths, weaknesses, opportunities and threats) analysis format used by one of the programmes to give a better overview of reality and suggested that such a format would be particularly useful for all UNITAR programmes in the future and would be helpful to Trustees in making strategic decisions in full knowledge of the key issues surrounding a programme.
- The need to create complementarities with other UN entities and, also, with the civil society to allow a stronger public participation in the decision-making process.

19. In conclusion, the Chairman expressed the Board’s satisfaction with the range and thrust of UNITAR programmes. He commended the ability of the Institute to remain topical and innovative and to retain enough flexibility to respond, rather rapidly, to the pressing needs of the international community. The Chair also expressed satisfaction with the high quality of the presentations, in spite of the short presentation time given to each programme. He and other Trustees noted that it was the quality and *excellence* of UNITAR’s work that had ultimately brought renewed political and financial support to the Institute and that it should be maintained at all costs. The Board expressed its solidarity with the staff of the Institute and its commitment to helping strengthen its work.

20. Under Agenda Item 10 (Follow-up on Resolutions 59/252 and 59/276 of the General Assembly) the Board discussed the question of periodicity of its reports to the General Assembly and agreed that this could indeed be done – in an improved and more attractive

format – on a biennial basis. As regards the Fifth Committee, namely where it had addressed the financial situation of UNITAR and the issue of rental and maintenance costs, the Board discussed the issue at length. It requested that the Executive Director, in consultation with the Financial Resources Management Services of UNOG, prepare a report to the attention of the Trustees, for review and transmission to the Secretary-General. This report would aim at (a) identifying the full amount of rental and maintenance-costs charged to the General Fund, (b) the actual cost of programmes offered free of charge to delegates in Geneva and New York and (c) the potential costs of conducting similar programmes for delegates at other venues, including cities hosting the regional commissions of the United Nations.

21. Under Agenda Item 11 (Follow-up on the Conclusions and Recommendations of the Board of Trustees) the Board noted that all decisions made at the forty-second session of the Board of Trustees had been implemented.

22. Under Agenda Item 12 (ACABQ Recommendations) a report will be submitted in the spring of 2006.

23. Agenda Item 13 (Recommendations of the United Nations Board of Auditors) will be debated in the spring of 2006.

24. Agenda Item 14 (Any Other Business) On behalf of the Board, the Chairman expressed his deep gratitude and appreciation to three Trustees – H.E. Ms. Agnes Aggrey-Orleans, Dr. Rasha Al-Sabah and H.E. Mr. Yuji Ikeda – who would be ending their second term with the Board on 31 December 2005. The Chairman referred to their constructive and positive legacy and to their intellectual and institutional support to the Institute. They would be leaving behind a stronger Institute than the one they had found six years ago and should, therefore, be proud of their contribution and achievements.

25. Under Agenda Item 15 (Date and Venue of Next Session of the Board of Trustees) It was suggested that the next session of the Board be held from Tuesday 25 to Thursday 27 April 2006, the week after the final session of the Commission on Human Rights.

26. Agenda Item 16 (Adoption of the Conclusions and Recommendations of the Board of Trustees) The Board unanimously adopted the conclusions and recommendations of its forty-third session.