



**unitar**

United Nations Institute for Training and Research

**Board of Trustees  
Fiftieth session**

UNITAR/BT/50/2

16 February 2011

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**CONCLUSIONS AND RECOMMENDATIONS OF  
THE FIFTIETH 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 31 January to 1 February 2011 for its fiftieth session.
2. The following members of the Board were present or represented at the session:

Mr. Lakhdar BRAHIMI..... (Academia)

Mr. CHEN Jian..... (China)  
Represented by Mr. TENG Fei (Designated alternate)

Ms. Shirin EBADI ..... (NGO)

Ms. Shirley FRANKLIN ..... (Academia)

Ms. Geraldine FRASER-MOLEKETI..... (UN)  
Represented by Mr. Zanofer ISMALEBBE (Designated alternate)

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

Mr. Valery LOSHCHININ..... (Russian Federation)

Mr. Jean-Baptiste MATTÉI.....(France)  
Also represented by Mr. Sébastien Chatelus (Designated alternate)

Mr. Nicolas MICHEL (Vice Chair)..... (Academia)

Ms. U. Joy OGWU.....(Nigeria)

Mr. Alfonso QUINONEZ .....(Regional organization)

Ms. Portia SIMPSON MILLER .....(Jamaica)  
 Ms. Anne Kristin SYDNES.....(NGO)  
 Mr. Alfredo VALLADAO .....(Academia)

**Ex Officio:**

Mr. Carlos LOPES, Executive Director, UNITAR

**Secretary:**

Mr. Brook BOYER, UNITAR

**United Nations Institute for Training and Research**

Ms. Amal MEDANI, Associate Director, Governance Unit  
 Mr. Offei DEI, Chief, Administration and Finance Section  
 Mr. Evariste KARAMBIZI, Manager, Peacekeeping Training Programme  
 Mr. Francesco PISANO, Manager, UNOSAT

3. The Chairman welcomed members to the fiftieth session of the Board and announced that in accordance with rule 15 of the Board's rules of procedure, he had approved the designation of Mr. Teng Fei as the representative of Mr. Chen Jian, Mr. Zanofer Ismalebbe as the representative of Ms. Geraldine Fraser-Moleketi and Mr. Sébastien Chatelus as the representative of Mr. Jean-Baptiste Mattéi when absent. The Chairman announced that with the presence of 13 members, including the members represented by the approved designated alternates, the Board had constituted quorum.
4. The Executive Director welcomed the two new members, Mr. Quiñónez and Ms. Simpson Miller, indicating that their profiles added strength to the Board in terms of their geographic representation and experiences. The Executive Director also welcomed Ms. U. Joy Ogwu and Mr. Alfredo Valladão who were attending the Board for the first time and also noted their strengths. The Executive Director then extended his appreciation to two out-going members, Ms. Elena Martinez and Mr. Henri Proglio, and thanked them for their service and commitment to the Institute.
5. The Executive Director informed the Board of some recent highlights as indicated in the item's annotation and announced that despite a proposed downward revision of the budget, the Institute's income has grown by some 30 per cent from 2009 to 2010. The Executive Director also indicated that for the second time the Institute received an unqualified report from the Board of Auditors, in addition to receiving another positive review by the Advisory Committee on Administrative and Budgetary Questions (ACABQ). **The Board took note.**
6. Under item 2, "Adoption of the agenda", the Chairman proposed the inclusion of two additional items to the agenda at the request of the secretariat: 1) "Election of a new Vice-Chairman", to be inserted after the adoption of the agenda as item 3; and 2) "Updated organizational chart of the Institute", to be included as sub-item d) under "Finance and Administration". **The Board adopted the agenda as proposed by the Chairman.**
7. Under item 3, "Election of a new Vice-Chairman", the Chairman recalled rules 17 and 18 of the rules of procedure and opened the floor to nominations. Mr. Mattéi nominated

Mr. Michel, whose nomination was then seconded by Ms. Franklin. There were no other nominations, and **the Board elected Mr. Michel to the office of Vice-Chairman.**

8. Mr. Michel thanked members for their trust and confirmed his acceptance in the spirit of being of service to the Board under the guidance of the Chairman.
9. Under item 4, "Organization of work", the Chairman proposed that business is conducted from 10:00 to 13:00 and from 15:00 to 18:00 on Monday, 31 January. For Tuesday, 1 February, he suggested that business resumes from 10:00 to 13:00 in view of moving forward with a discussion of the conclusions and recommendations in the afternoon in order to adjourn by 16:00. **The Board adopted the organization of work as announced by the Chairman.**
10. Under item 5 of the agenda, "Introduction of new members of the Board and tribute to those members whose terms expired on 31 December 2010", the Chairman proposed that the Board move ahead with the next item as the two newly appointed members were introduced under item one. He also indicated that seven members were appointed to a second term and that on behalf of the Board he expressed his deep appreciation to Ms. Elena Martinez and Mr. Henri Proglio whose terms expired in 2010. **The Board took note.**
11. Mr. Quiñónez said that he was honoured to join the Board and pledged his support to make the Institute an even better organization. Ms. Simpson Miller also expressed her honour and looked forward to working with Board members to expand the Institute's outreach to the Caribbean region. Mr. Valladão and Ms. Ogwu also expressed their honour and commitment to be on the Board.
12. Under item 6 of the agenda, "Follow-up from the forty-ninth session", the Executive Director recalled the objective to expand the Institute's presence in the South, not only because most of the Institute's beneficiaries are from the South, but also because UNITAR was unbalanced with headquarters and offices in three Organization for Economic Cooperation and Development (OECD) countries. The Executive Director briefly reviewed progress in view of eventually opening representational offices in Africa and Asia, and commented that negotiations had recently accelerated with Nigeria on the required material and financial support given the characteristics of the Institute's funding. The Executive Director was pleased to announce that the Brasilia Office was inaugurated in October, following the discussions at the Board's forty-ninth session in Beijing where a risk assessment was presented. He confirmed that office is functioning with an appointed head and is located within the premises of the National School of Public Administration (ENAP). The Executive Director noted that the budget for 2011 is some \$1.5 million, completely funded by the Brazilian government. He added that the office's main objectives were to enhance the recognition of UNITAR in Brazil; strengthen capacities of Brazilian civil servants, beginning in the field of infrastructure development; and to prepare for the expansion of some operations to South American and Portuguese-speaking African countries in the framework of international cooperation and enhanced South-South cooperation.
13. A number of members congratulated the Executive Director on this important step forward in extending the Institute's reach. Recognizing the importance of the CARICOM region, one member enquired if the office could eventually also cover the Caribbean. Another member noted the importance of responding to specific country needs similar to the Niger Delta Project Office addressing local development and conflict resolution, and that it would be useful for the Institute to focus on building institutional capacities. Another member stressed that it would be important to remain cautious, keeping in mind that the office is fully funded, and that this should be a long-term commitment to

avoid creating new unexpected costs for the Institute. The member also stressed the need to ensure that the office contributes to the cohesiveness of the United Nations system in the spirit of 'One UN'. Other members enquired about the 'hub' role the office might play for the broader South American region, the potential for developing partnerships, including partnerships with civil society and the private sector as well as with intergovernmental organizations, such as the Organization of American States.

14. The Executive Director thanked members for their remarks and indicated that the Institute would follow-up and implement some of the ideas. For 2011, the Executive Director noted that there would be a focus on learning from the Brazilian experience. He further noted that the objective to expand to other Latin American countries would be dependent on mobilizing financial resources beyond those that are already guaranteed through the existing agreement. The Executive Director clarified the distinction between project and representational offices, and noted that there could be additional project offices, programmes or initiatives to respond to specific training and capacity development requirements. He also confirmed that the office would operate in view of contributing to the spirit of 'One UN', and noted that the opening of the office was supported by the UN Resident Coordinator. The Executive Director noted that in terms of content, the office is not limited to what it can do provided that it reflects training. He also confirmed that the Institute will maintain links with civil society and the private sector, and noted that the private sector is very much present with the International Training Centre for Local Authorities and Local Actors (CIFAL) in Curitiba, and that UNITAR participates in a core group of Brazilian civil society organizations in the preparation for the Rio plus 20 Summit. Finally, the Executive Director noted that the Institute has a course on using new media tools undertaken in cooperation with Brazilian institutions targeting civil society activists. **The Board took note of the opening of the Brasilia Office.**
15. Under item 6b, "Rules on disclosure/dissemination of UNOSAT products", the Chairman made reference to the Board's request for the Institute to prepare a document on safeguards and discuss how the rules on dissemination and disclosure could be enhanced. Stressing the importance of disclosure issues related to UNITAR Operational Satellite Applications Programme (UNOSAT) products, the Executive Director requested the Manager of UNOSAT to explain the details of the Note on UNOSAT Mapping Disclosure/Dissemination Policy in Annex 3 of the Board's documentation.
16. The Manager explained that the Note was elaborated keeping within the standard guidelines agreed for all UNITAR programmes. Two sets of principles had been applied: (a) the set of legal principles and rules derived by the current international law on remote sensing applications; and (b) the set of principles approved by the General Assembly in 1986 on the use by the United Nations and its Member States on remote sensing. On the basis of these two sets of principles, the Note was drafted taking into account central parameters such as the rapidly evolving technology in the area of commercial remote sensing and Geographic Information System (GIS) applications, the emergence of extensive crowd sourcing used for mapping on the world wide web, the general culture of 'just-in-time' spreading through user communities, and requesting more geographic information in shorter delivery times.
17. The Manager illustrated the cases in which UNOSAT is requested to produce geographic information by the United Nations system and by national entities within Member States. These cases refer to responses to natural disasters and humanitarian crises due to conflict as well as internal displaced persons (IDP) and/or refugee situations; UN fact finding missions in cases of violations to human rights and international humanitarian law; the monitoring of human security in complex situations (e.g. piracy, displacement, returnees, post crisis); and to support territorial planning and

reforms in developing and emerging countries. In all such cases, the dissemination policy of UNITAR adheres to the principles adopted within the United Nations system in general and follows the specific recommendations received by the United Nations authorities in charge of emergency response or fact finding missions (e.g. the Office for the Coordination of Humanitarian Affairs and its Inter-Agency Standing Committee, the Office of the High Commissioner for Human Rights and the Office of the High Commissioner for Refugees).

18. In cases where public dissemination of satellite derived analysis and analyzed information is prejudicial to the effective and safe implementation of humanitarian operations and to accessing people in need of assistance, the Manager informed the Board that UNITAR conforms to the instructions of the Office of the Under-Secretary General for Humanitarian Affairs which may require UNOSAT to abstain from releasing such information publicly on the Institute's website. He further underlined that satellite imagery used by UNOSAT is always public and commercially available to anyone and that it is the analysis and analyzed information resulting from the applications of UNOSAT specialized skills that is the object of the rules in the Note.
19. One member, while noting the usefulness of the attached General Assembly resolution and the administrative circular on information disclosure policy, commented that the Note is not explicit as regards decision-making competences and conditions to be applied to decisions, as well as in terms of specifying who the authorized agency is intended to be. The member also enquired about the issue of fees for UNOSAT products and services and asked how the price is determined. Finally, the member enquired about the length of time that such satellite information may be retained. The member suggested that it might be useful for the Institute to issue an additional administrative circular on issues pertaining to the use of UNOSAT information. Another member also welcomed the Note, but was of the view that the rules should be further elaborated. Another member requested supplementary information on the demand-driven nature of UNOSAT services and confirmation on whether UNOSAT could develop its own programmes independent of requests.
20. The Executive Director noted that the requested clarifications on decision-making competencies and conditions would be addressed through a new circular, particularly in view of segregating decision-making in order to reinforce accountability and clarifying who the authorized agencies are. In relation to the issue of fee-paying services, he noted that the Institute has started this practice, mostly on the basis of bilateral agreements, and that this is indirectly related to becoming more supply-driven in areas related to illicit trafficking and human rights, for example. The discussion on the item concluded with a presentation on satellite maps used in Sudan. **The Board took note of the information provided and the ensuing discussion.**
21. Under item 7 of the agenda, "Finance and administration", the Chairman announced that the Committee on Finance had met on 24 January to review the item's various sub-items and invited the Chairman of the Committee, Mr. Mattéi, to present the report found in document UNITAR/BT/CF/2011/1. Mr. Mattéi summarized the report and the discussions that had taken place. He informed the Board that the Committee addressed four sub-items, and recommended that the Board takes note of the Report of the Advisory Committee on Administrative and Budgetary Questions (sub-item 7a) and the "Update on the implementation of the Fellowship Fund (sub-item 7c). Mr. Mattei also reported that the Committee recommended the Board to approve the "proposed Revision to the Programme Budget for the Biennium 2010-2011" (sub-item 7b), having indicated that the Committee took note of the explanations for and consequences of the proposed downward revision to the budget. Finally, Mr. Mattéi reported that the Committee took note of the changes to the organizational chart and the numbers and

levels of posts, and recommended that the Board approves the updated organizational chart of the Institute (sub-item 7d). Mr. Mattéi concluded his report indicating that the Board may wish to address each sub-item in turn.

22. Under sub-item 7a, the Chairman opened the floor to observations. There were none and **the Board took note of the Report of the Advisory Committee.**
23. Under sub-item 7b, the Executive Director mentioned that the proposed downward revision corresponded more or less to the budget minus the Spanish contribution which did not materialize. Referring to the graph on page 11 of the proposed budget revision, the Executive Director discussed the trend of the Institute's budget, income, expenditures and reserves since 2003 and noted the unprecedented growth. Between the last and the current biennium the Institute has brought the budget more in line with reality with more fiscal prudent growth and with more funds put into the reserve.
24. In congratulating the Executive Director on the unqualified audit and the increase in income, one member asked for clarity on how the reserves are accrued, what the reserves are used for and who makes decisions on spending. Another member asked whether the decrease in the budget will compromise the Institute's ability to deliver on its mandate. Another member expressed satisfaction with the presentation of the results-based adjustments, saying that the document provided clear indications on the consequences on the programmatic side.
25. The Executive Director informed the Board that the Controller is responsible for supervising the Institute's financial operations and that the Institute is required to set aside 15 per cent of the equivalent annual expenditures of the General Fund, amounting to about \$250,000. The Executive Director also informed the Board of the Institute's After Service Health Insurance obligations, and noted that the amount is still to be determined as a result of continued discord between the Controller and the Board of Auditors on the matter. With reserves at some \$14 million (33 per cent), the Institute has strengthened its autonomy and is much better placed than it was in the past. He confirmed that it is the Board who has the authority to decide on reserve spending. In terms of programmatic consequences of the proposed reduction, the Executive Director indicated that the e-Governance Programme was closed; the New Directors in Governance Programme was not launched; and there was a reduction in the number of activities in the Spanish language. **The Board took note of the Report of the Committee on Finance and approved the proposed Revision to the Programme Budget for the Biennium 2010-2011.**
26. Under sub-item 7c, the Executive Director briefed the Board on the background of the Fellowship Fund, its relationship to core diplomatic training (CDT) and the introduction of a fee-based system for training services, and the target to mobilize \$1 million in 2011 in order to reduce or waive fees for developing country participants with priority assigned to those from least-developed countries.
27. In relation to CDT, one member recalled the continuous interest on the subject. Another member suggested the possibility to project costs beyond the budget cycle and that it would be important to seek funding from other entities and develop partnerships with other institutions, while another member suggested regional development banks as one possibility. One member enquired about the procedure of disbursing non-earmarked fellowship funds on a proportional basis, indicating that some programmes may have a greater need and the Executive Director should take the ultimate decision on disbursements.

28. The Executive Director recalled the difficulty of the UN Fifth Committee negotiations, for instance the resistance which came generally from OECD countries on the basis of opposing contributions from the regular budget to voluntary-based funded organizations.
29. The Executive Director welcomed the members' remarks and looked forward to continuing to explore ways to develop contacts to mobilize resources for the Fellowship Fund, noting that priority has been placed on emerging countries but that it would be important to engage with OECD countries and other sources. **The Board took note of the comments in the Report of the Committee on Finance and took note of the implementation of the Fellowship Fund.**
30. Under sub-item 7d, the Executive Director explained that the matter was very much related to the ACABQ recommendation, and that there was a need to clearly differentiate between approving posts in the budget and presenting the overall picture of the posts that could be theoretically filled. He further explained that it was necessary for the Board to approve an updated organizational chart given the changes that have occurred, notably with the opening of the Brasilia Office. Responding to one member's query, the Executive Director indicated that the Institute is composed of three departments, each led by a Director, with the Training Department Director classified at the D-2 level since there are already three Associate Directors within the Department at the D-1 level. In response to a question on the level of posts of the heads of the out-posted offices not being aligned, the Executive Director also clarified to the Board that UNITAR was given delegated authority to classify posts up to the P-5 level, and that the posts at D-1 level have been classified by the UN Office of Human Resources Management.
31. One member expressed concern with the high number of vacancies, indicating that there appeared to be approximately 30 of 70 posts vacant. The Executive Director mentioned that the list distributed to the Board reflected the situation as of 1 January 2011, and that there are about ten to be filled in the course of the year.
32. The Chairman noted that there was a natural overlap with item 8, "Functions of the Executive Director in relation to staff appointment and promotion", and that the Board may wish to take action on sub-item 7d and item 8 together.
33. **The Board took note of the Report of the Committee on Finance and approved the updated organizational chart of the Institute.**
34. **The Board took note and affirmed the statutory functions of the Executive Director in relation to staff appointment and promotion, as well as the autonomous nature of the Institute on matters relating to human resources as recognized in the consolidated opinion of the UN Office of Legal Affairs.**
35. Under item 9 of the agenda, "Review of the implementation of the Strategic Plan", the Executive Director requested the Manager of the Monitoring and Evaluation Section to update the Board.
36. The Manager informed the Board that a self-assessment exercise was performed during the fourth quarter of 2010 to take stock of progress towards results under the four priorities. Under the first strategic area, the Institute made important headway as already discussed with the opening of the Brasilia Office and momentum in the negotiations in connection with a representational office for Africa. In terms of number of beneficiaries, the Board was informed that UNITAR reached out to 23,668 beneficiaries, marking an increase in 33 per cent from 2009 figures. In addition, 177,552 individuals

visited the United Nations Pavilion during UNITAR week at the 2010 World Expo in Shanghai. The Manager also provided the Board with statistics based on geographic region and gender for its training and training-related services. Under the second strategic area, he indicated that UNITAR had launched a single integrated virtual learning environment with some 80 e-courses having been delivered in 2010, somewhat lower than the reported figures in the annotation. With respect to quality standards, the Manager highlighted the e-Learning programmes and institutions in international capacity building (ECBCheck) quality standards certificate that the first e-Learning course received. Under the third priority area, the Institute has also made noteworthy progress in the areas of results-based management and with monitoring and evaluation (M&E), including results-based working planning and reporting, as well as harmonized evaluation questionnaire templates to gather key corporate performance indicators. He also noted that all e-Learning courses and an increasing number of face to face training events are conducting an evaluation of learning. Finally, under the strategic area of strengthened autonomy, the Manager highlighted the increase in self-generated income and the establishment of the Fellowship Fund.

37. The Executive Director clarified that CIFAL statistics were included in the beneficiaries from the Local Development Programme (LDP) and underlined that this was the first time the Institute had presented such precise figures. Two members referred to the need for an evaluation on impact, noting that it would be useful to have information on the application of skills and knowledge gained and the eventual longer-term impact(s). One member emphasized the need to identify seed money particularly when looking for new strategic partnerships and to consider how to best organize UNITAR internally to have funds set aside to avoid always having to mobilize funds from scratch. **The Board took note of the review on the implementation of the Strategic Plan.**
38. Under item 10, “draft Monitoring and Evaluation Policy Framework,” the M&E Manager informed the Board that UNITAR is working to strengthen its results-based monitoring and evaluation practices. The draft Policy Framework builds on the Institute’s M&E practices and is guided by a number of internationally recognized norms, standards and principles. The draft framework also takes into account the challenges presented by the diversity of UNITAR programming and operations, as well as the sources and characteristics of their funding. The draft framework provides clear definitions of the M&E functions and related concepts, distinguishes between corporate and decentralized categories of evaluation, and specifies minimum requirements. The framework is ambitious and will need to be implemented in a staged approach, beginning with the Institute’s headquarters and out-posted offices, and subsequently applying to the network of CIFAL centres.
39. One member commended the Institute on the work accomplished and looked forward to the peer review. In response to a question on budgeting, the Manager confirmed that the framework would require projects to include a costing for such a purpose and that the amount would depend largely on the purpose of the evaluation, methods used, etc. The Executive Director noted that the Monitoring and Evaluation Section participates in the Institute’s Quality Assurance Committee (QAC), and that contact has been made with the Independent Evaluation Group of the World Bank in relation to conducting a peer review of the framework. **The Board took note of the draft Monitoring and Evaluation Policy Framework.**
40. Under item 11, “Peacekeeping Training Programme”, the Executive Director introduced sub-item 11a, “PTP Advisory Board Recommendations” and informed the Board that the Peacekeeping Training Programme (PTP) reached out to some 500 beneficiaries in 2010 and that the programme is placed under the guidance of a high-level Advisory Board. In line with the Advisory Board’s recommendations, the Executive Director



emphasized that PTP should avoid competing with other peacekeeping training institutes and should instead focus on innovating training topics such as human security and peacekeeping, training of trainers, etc. He then invited Mr. Evariste Karambizi, PTP Manager, to highlight the key recommendations from the Advisory Board's second session.

41. Following the presentation, several members congratulated the Institute for the peacekeeping training initiative and the work of the PTP Advisory Board, with one of the members underlining the importance of using data from the field to promote robust peacekeeping and suggesting that it would be good to complement the module with an examination on the impacts of robust peacekeeping on international law. In addition, several suggestions were made about improving the current PTP course offering with members particularly mentioning courses on peace frontiers; police reinforcement and using the potential of police retirees; examining country specific courses on the aspects relating to each mission context, including cultural aspects; and better reflection on use of concepts such as robust peacekeeping and the linkages between peace building, peacemaking and peacekeeping. Another member mentioned that in the future more cooperation should be sought from the UN Department of Peacekeeping Operations (DPKO), the United Nations System Staff College (UNSSC) and the UN Special Committee for Peacekeeping Operations (C-34), and in making reference to item 11c of the agenda, the member stated that the proposed Agreement is good. Another member supported the PTP Advisory Board and mentioned that peacekeeping has evolved into an 'advanced science' and made reference to the Board's discussion in November 2009. In supporting the suggestion of targeting police forces, the member emphasized the linkages between the peacekeepers, police and armies, and that the Institute should investigate ways to expand training trainers not only to peacekeepers, but also the local and international police forces. Moreover, the member suggested that the Institute explores developing a roster of retired police and undertaking research related to the experiences of peacekeeping operations in terms of what works, what does not and why (or for example, who works well together, who does not and why) as a basis for the training.
42. While commending UNITAR for the development of a module on sexual violence, two members mentioned the need to continue to work on this issue. The Executive Director confirmed that the online delivery of the module on sexual violence is part of a larger initiative on conduct and discipline.
43. In relation to item 11b, "Action taken by the Office of Legal Affairs on outstanding issues related to the former POCI", the Executive Director clarified the issues surrounding the case of POTI and informed the Board of the need for coordination to ensure that C-34 was properly informed about the concerns of the Institute and the UN Office of Legal Affairs. Members suggested this issue be dealt with in a way that does not distract the Institute from the innovative and quality offer it has to develop on peacekeeping. One member offered to facilitate a session in New York on the matter with all concerned.
44. **The Board took note of its discussions as well as the PTP Advisory Board recommendations and the action taken by the UN Office of Legal Affairs on outstanding issues related to the former UNITAR POCI.**
45. Under sub item 11c, "Tripartite Agreement with UNSSC and ITS/DPKO", the Executive Director mentioned that the Agreement took into consideration the division of labor between UNSSC and the Institute, with the Staff College taking the lead on training for staff in the system and UNITAR taking the lead for individuals outside the system.

46. One member mentioned that DPKO has a very good lessons learned unit, which includes best practices. The Executive Director noted that the Agreement calls for a steering committee and the chair of the steering committee is the head of the DPKO Peacekeeping Best Practices Section. **The Board took note of the Tripartite Agreement with UNSSC and ITS/DPKO.**
47. Under item 12, “Launching of the new Local Development Programme”, the Executive Director mentioned that the item is not related to a new programme, but rather to the launching of the new structure and objectives of LDP, and introduced Ms. Amal Medani, the new Associate Director of the Governance Unit.
48. The Associate Director informed the Board that in 2010, LDP has undergone a number of changes to upgrade performance in accordance with the 2010-2012 Strategic Plan. In one year, LDP has restructured its mission, vision and team; developed new tools, including communication and monitoring and evaluation tools, in line with the Strategic Plan; and shifted to a service-based and demand-driven training strategy to consolidate and re-launch the LDP and CIFAL Network. The Associate Director mentioned that the Institute’s CIFAL Network is targeting capacity development activities towards BRIC (Brazil, Russia, India and China) markets for the coming biennium to ensure cross fertilization of best practices; leveraging new bilateral partnerships (e.g. Agence française de développement, Swedish International Development Agency, United States Agency for International Development); and the development of new training services such as a Pan-African Training Strategy, which amongst other areas, will encapsulate a China-Africa Training Programme designed for skills transfer on local development and business to spur South-South cooperation and market growth.
49. The Executive Director confirmed that the Institute has been rethinking the legal and networking aspects of the different CIFALs, and that the centres went through an adaptation phase in connection with application of the new guidelines and, as a result of the process, some CIFALs were no longer associated with the Institute. The Institute needs to clarify relationships between the different centres and representational offices. In response to one member’s comment, the Executive Director clarified that the issue of HIV/AIDS is covered well; as concerns water, UNITAR recently joined the UN water network and contributed to creating the Water Think Tank with the Prince Albert II Foundation. The Executive Director noted the comment on gender, and indicated that the Institute would take the topic into consideration. **The Board took note of the launching of the new Local Development Programme.**
50. One member suggested special attention is given to countries under difficulties, particularly Haiti.
51. The Chairman invited members to propose other items under item 13 of the agenda, “Any other business”. One member proposed the creation of a new training or research programme on economic governance in an interdependent world, noting that the decisions of governments and institutions have direct economic impacts on others. Activities could include, for example, understanding the fragmentation of production chains, macroeconomic decision-making, as well as round table discussions on politico-economic dimensions of water resources. Another member suggested that climate change and governance also be covered at the macro level.
52. The Executive Director mentioned that the Institute’s Public Finance and Trade Programme dealt with many of the topics at the micro level and that the Institute was negotiating with the UNDP Regional Bureau for Africa a large-scale project related to the training of African diplomats and negotiators, and would take the topics of the proposal into consideration. In so far as climate change and governance are concerned,

the Executive Director informed the Board that UNITAR already has extensive programmes. **The Board took note.**

53. Under item 14 of the agenda, "Adoption of the report and setting of dates for the fifty-first session of the Board", the Chairman proposed that the fifty-first session takes place from 21 to 22 November 2011. The Chairman further proposed that the session convenes in Brazzaville, Republic of the Congo, subject to confirmation. **The Board agreed.**

54. The session was adjourned.