



**unitar**

United Nations Institute for Training and Research

**Knowledge to lead**



## **WORK PROGRAMME 2009**

**Hiroshima Office**

*We thank the Hiroshima Prefectural Government for its invaluable financial contribution and the wonderful support of its staff to our work. We also express gratitude to Hiroshima City, Hiroshima University and the Japanese Ministry of Foreign Affairs for their financial or in-kind support. Many experts and scholars from Asia and around the world have accepted, without hesitation, to contribute to our training activities; we thank them sincerely for their contributions. Our special thanks go to the people of Hiroshima, whose dedication to the cause of peace has made the presence of UNITAR in Hiroshima a reality.*

## UNITAR...Some History

*The idea of a UN training and research institute was mentioned for the first time in a 1962 resolution of the UN General Assembly. The founding of UNITAR in 1963 followed the recommendation of the Economic and Social Council to the General Assembly, which commissioned the Secretary-General with the establishment of a United Nations Institute for Training and Research as an autonomous body within the UN system.*

*The creation of UNITAR occurred at the most opportune time in the history of the United Nations. Thirty-six states had joined the Organization since 1960, including twenty-eight African States. That unprecedented wave of decolonization was a success story for the United Nations. At the same time, however, it created a critical need for assistance, as many of the newly-independent States lacked the capacity to train their young diplomats. The Institute, therefore, endeavoured to satisfy that need in accordance with its Statute.*

*Over the past decades UNITAR has acquired a unique expertise, accumulating experience, knowledge and capacities to design and implement a variety of training activities. The small size of the Institute, headquartered in Geneva with outposted offices in Hiroshima and New York, and its independence within the United Nations system enable it to respond with a high degree of flexibility to new challenges in the area of training and research.*

*A transformation process was initiated in 2007 with the goal of upgrading the institutional structure and enabling the Institute to increase its future contribution towards addressing emerging training and capacity development needs of beneficiaries.*

*Many UN entities offer training on themes of relevance to their respective mandates. None of them, however, offer the expertise on how best to deliver this training, how best to capture and retain knowledge and how best to build upon it. UNITAR is therefore concentrating on the means of delivering adult training and professional learning; how to monitor and evaluate their impact on behaviour; and how to capitalize on capacity development.*

*In that vein, a set of strategic priorities was formulated in view of making UNITAR the calling card of the United Nations system when it comes to knowledge transfer through training on cutting edge issues, adult learning methodologies and professional training. In addition, UNITAR conducts research on knowledge systems to explore innovative and modern approaches for high-quality training, with the goal to be a centre of excellence, measured by international standards. By doing so, the work of the Institute is benefiting to our other partners and to the entire United Nations system in its drive towards a more integrated delivery framework.*

Revised March 2009

## UNITAR Hiroshima Office

Established in 2003, the UNITAR Hiroshima Office designs and delivers executive type training programmes for government officials, scholars and members of civil society, primarily in Asia. UNITAR is the first United Nations entity to establish a presence in symbolic Hiroshima, in response to the desire of its people and authorities to contribute more actively to peace and development in the world.

The Office conducts six to nine main projects annually. Its core themes, identified jointly with its partners in Hiroshima and around the world are: Post-Conflict Reconstruction and the Hiroshima Fellowship for Afghanistan; Management and Conservation of World Heritage Sites; International Economics and Finance; Sea and Human Security; Nuclear Disarmament and Non-proliferation; Biodiversity; Culture of Peace; and a cross-cutting theme; Training and Capacity Development Methodologies.

Participation in UNITAR Hiroshima Programmes, with the exception of Roundtables, is on a competitive basis. Participants are generally required to have completed a rigorous application process and demonstrated a commitment to the full programme. As a result of this process, the outcomes from each programme have usually surpassed original expectations for both trainers and trainees.

## Programme Highlights

### 1. Post-Conflict Reconstruction and the Hiroshima Fellowship for Afghanistan (March to November 2009)

The UNITAR Hiroshima Fellowship for Afghanistan is a long-term capacity development initiative aimed at enhancing management and leadership skills, and providing technical and institutional support to a core group of Afghan government officials, academics and practitioners.

The programme's long-term objective is to build skills for a cadre of committed and capable professionals in Afghanistan who can become a reference for planning and implementing capacity development and training activities at local and national levels. The initial five cycles of the Fellowship have achieved significant milestones, most recently the establishment of an Association of UNITAR Alumni in Afghanistan (see the "UNITAR Hiroshima Alumni" entry below) and the participation of the Kabul Polytechnic University in the OpenCourseWare Consortium. Support to these self-motivated capacity development initiatives conducted by Fellowship Alumni will be an important part of achieving the programme's long-term objectives.



Key features of the Fellowship:

- Combination of different training methods and a series of skills-building activities including on-site workshops, Mentor/Coach/Fellow e-mail communication, Audio- and Video-Web Conferences and Project Work Sessions;
- Network of Mentors from around the world;

- Afghan Mentors, Coaches and Resource Persons selected from among the Fellowship's own participants to conduct training and assist in-coming Fellows;
- Formation of a Fellowship Community of like-minded professionals within Afghanistan as a common resource;
- On-the-job and long-term training.

Focus of study:

- Post-conflict reconstruction;
- Organisation development and change;
- Project design and proposal writing;
- Project management and reporting;
- Human resource management;
- Leading and mentoring teams for development and change;
- Communication skills.

## 2. Series on the Management and Conservation of World Heritage Sites (WHS) - April 2009

The Series on World Heritage Sites focuses on the effective management of the world's most precious natural and cultural treasures.

Uniquely well-placed in Hiroshima, which possesses two world heritage sites, the series seeks to utilize UNESCO's Convention on natural and cultural heritage more effectively through focusing on national policy making and planning, and to exchange know-how on best practices and case studies.



A "values-based management" approach – focusing on values which make the conservation of heritage meaningful - will be further developed with the new theme of "World Heritage Impact Assessment" in the 2<sup>nd</sup> five-year cycle (2009 – 2013). With the increased role conferred to the Hiroshima Office to intensify training activities in international peace, security and peace building, the series has also focused on the innovative role that natural and cultural heritage could play in peace and peace building, using the example of Hiroshima by highlighting the resonance and relevance of its policies for other sites around the world.

## 3. Series on Sea and Human Security (SHS) - September 2009

The Hiroshima Initiative for the Comprehensive Security for Seas and Oceans, launched in 2007, is based on the understanding that marine conservation and its effective use are two necessary pillars of peace. The Institute sets out action items to be followed in various fields and sectors of marine affairs, namely:

- Interrelations between habitats, ecosystems and human food security;
- Strategies for disaster management and risk reduction;
- Training of trainers for Integrated Coastal Management (ICM) implementation;
- Ocean governance: awareness creation and implementation.

Hiroshima is known worldwide as a place devoted to peace. In addition, its proximity to the Seto Inland Sea and strong infrastructure and research capacities make it of interest to many other areas as well.

The 2009 SHS session aims to facilitate peer exchange and knowledge development among key policy makers working in the field of marine and ocean affairs, in order to:

- Identify key challenges in specific marine sectors;
- Agree on targets in order to tackle identified problems;
- Design feasible action plans for policy implementation;
- Develop an overall strategy taking into account interrelations between subject areas.

The Initiative has thus far generated two concrete follow-up actions in the Asia-Pacific region. In 2009, certain Resource Persons and UNITAR alumni initiated a process to contribute toward a World Ocean Conference held in Indonesia (see the "UNITAR Hiroshima Alumni" entry below.)

#### **4. Training Methodologies, Terminology and Training of Trainers (ToT), a cross-cutting and on-going project**

Dedicated to training and capacity development, UNITAR further intensifies its research functions to provide the most efficient methods of capacity development. In most of its executive type training – of between two days and week-long duration - UNITAR seeks ways to connect individual learning to institutional capacity development. UNITAR utilizes a standardized training terminology, currently being compiled in an online database, which contributes to the improvement and clarity of information while harmonizing communication within organizations. Innovative training methodologies and knowledge management systems will be applied to UNITAR training sessions in Hiroshima and the learning cultures and philosophies of Asia will be reported back to the research unit of UNITAR. It also seeks to enhance its training effects through the facilitation of training of trainers (ToT).



#### **Projects under development**

#### **5. Nuclear Disarmament and Non-Proliferation**

As the only United Nations presence in the symbolic city of Hiroshima, UNITAR benefits from a unique vantage point from which to address issues surrounding the nuclear debate. Devoted primarily to training, it is the least 'political' of UN bodies and thus has credibility with a wide range of stake-holders. The Institute has developed an extensive network of partners in Hiroshima as well as deep experience in the design and conduct of sensitive training in the region.

Drawing its inspiration from the moral authority of Hiroshima and its urgency from the declining number of *Hibakusha* A-bomb survivors, this proposal will contribute to increasing both awareness and skills among decision-makers and to the articulation and

promotion of practical steps for a major reduction in nuclear threats and challenges. Aiming also to contribute to the continued efforts made in this field by Hiroshima City and Prefecture and geared specifically towards capacity development, the proposal envisages close cooperation with a number of organizations and movements and with Mayors for Peace in particular.

## 6. EPFL-UNITAR International Architectural Prize in Post-Conflict Reconstruction

In association with the Swiss Federal Institute of Technology (EPFL), UNITAR plans to launch the "Hiroshima International Architectural and Urban Planning Prize in Post-Conflict Reconstruction." The Prize, to be awarded on a biannual basis by an international jury, intends to encourage the advancement of research in urban planning and architecture as it contributes to fostering peace and reconstruction after conflict. The inspiration for the initiative has been provided by the Hiroshima Peace Memorial Museum and Park, designed by Kenzo Tange. Ultimately the Prize aims at bringing together academics and professionals from a number of different countries so as to encourage widespread reflection on the theme of post-conflict reconstruction. In addition, it seeks to raise awareness among young people of the role that architecture and urbanism can play in the complex and sensitive context of reconstruction, including how it relates to the more general question of conserving memory.

## 7. UNITAR Hiroshima Roundtables in 2009

For the benefit of international and local communities in Hiroshima, and to enhance exchange among UNITAR participants and Hiroshima citizens, UNITAR invites leading academics, diplomats, politicians and activists to Hiroshima for informal talks. In 2008, eight such Roundtables were held, attended by some 991 people bringing the cumulative total of attendees to UNITAR Roundtables to 2975 since 2003.

### UNITAR Hiroshima Alumni

Some follow-up initiatives currently being led by UNITAR Alumni:

#### 1. Afghan Consulting, Training and Research Association (ACTRA)

The Afghan Consultancy, Training and Research Association (ACTRA), the alumni association of the Hiroshima Fellowship for Afghanistan, was established in March 2008. With its creation, one of the long-term objectives of UNITAR, namely the creation of a real Fellowship Community to serve as a trusted source of expertise and advice on capacity development and training activities in Afghanistan, both at the local and national levels, was fulfilled.

ACTRA is driven by the commitment and aspirations of its members to serve as a think-tank of professionals from various fields, functioning as a network and support unit for training and research in Afghanistan. ACTRA in its first year started its activities by jointly organizing and facilitating with UNITAR five web seminars on Human Resource Development and Management.

UNITAR is proud of this unique development led by its outstanding Afghan Alumni. It hopes that the Association will one day become a reference in capacity development for national and international actors in Afghanistan.

## 2. The UNITAR – Bannai Small Grants Fund

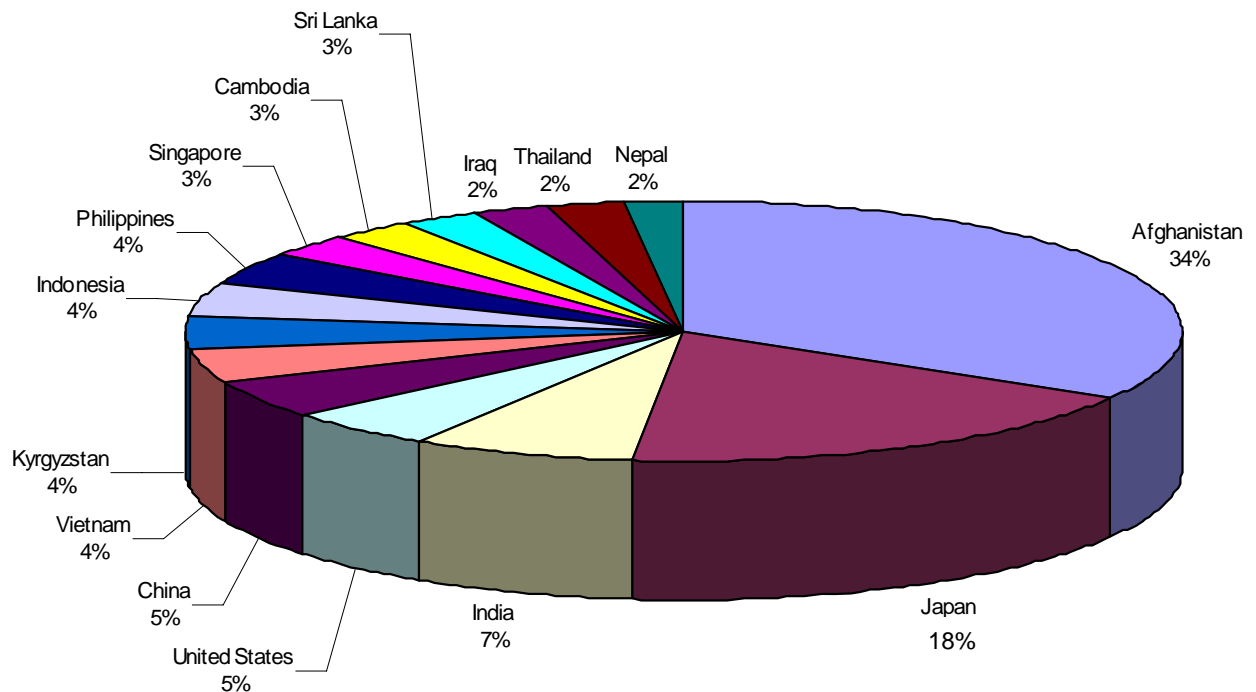
Launched in 2008, the UNITAR – Bannai Small Grants Fund is intended to provide, from a fund generously donated by the Bannai Family of Tokyo, grants which serve as seed money for efforts made by UNITAR alumni to enhance human security as related to seas and oceans, on the basis of ocean governance through UNITAR training, as well as to advance the concept of the Hiroshima Initiative. In 2009, three such in-country capacity development projects are running, in China, India and the Philippines.

## 3. UNITAR Participatory Workshop on Coastal Security in a Changing Climate.

The UNITAR Hiroshima Series on Sea and Human Security will host a participatory workshop on Coastal Security in a Changing Climate, in conjunction with the World Oceans Conference (Manado, Indonesia 11 – 12 May 2009). While engaging a wide diversity of actors from civil society, national and local government, intergovernmental and humanitarian organisations, research institutions and the private sector, the workshop will identify concrete opportunities for institutional collaboration for climate risk management. Results-oriented discussion will enable participants to formulate constructive ideas for policymaking and transformative action for coastal communities.

### Some facts and figures:

(Statistics July 2003 – February 2009)  
 Number of workshops and conferences – 38  
 Number of attending experts – 1604  
 Number of countries – 62  
 Number of roundtables – 44  
 Number of attendees to roundtables – 2975



UNITAR Hiroshima Office participants (Top 15 countries)



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