

Programme Performance Report

For the Biennium 2018-2019

October 2020



unitar

United Nations Institute for Training and Research

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Strategic Objectives

SO1. PROMOTE PEACE AND JUST AND INCLUSIVE SOCIETIES

SO1.1 Support institutions and individuals to contribute meaningfully to sustainable peace

SO2. PROMOTE PEOPLE'S WELL-BEING AND SUPPORT EQUITABLE REPRESENTATION OF COUNTRIES IN GLOBAL DECISION-MAKING FORA

SO2.1 Promote people's well-being, including the protection and empowerment of groups that are vulnerable and marginalized

SO 2.2 Strengthen representation of countries in special situations in institutions of global governance

SO 3 SUPPORT THE CONSERVATION, RESTORATION AND SAFEGUARDING OF OUR PLANET FOR PRESENT AND FUTURE GENERATIONS

SO 3.1 Foster a green, low-carbon and climate-resilient transition

SO 3.2 Strengthen the sound and sustainable management of chemicals and waste

SO 3.3 Improve the conservation and sustainable use of natural resources

SO 4 PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

SO 4.1 Help countries to achieve inclusive and sustainable economic growth

SO 5 Promote the indivisible and integrated nature of the 2030 Agenda

SO 5.1 Optimize the use of technologies, including geospatial technologies, for evidence-based decision making

SO 5.2 Support coherence and evidenced-based policies of the 2030 Agenda

SO 5.3 Equip institutions to improve the quality of learning opportunities

Functional Objectives

FO 1 SOUND EXECUTIVE LEADERSHIP

FO1.1 Maintain sound executive leadership, stewardship and governance

FO 2 STRENGTHEN PROGRAMMING FOR RESULTS

FO2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results

FO2.2 Further strengthen the quality of UNITAR products and services

FO 3 OPTIMIZE EFFICIENCY

FO 3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs

FO 4 INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS

FO 4.1 Increase and diversify financial resources with an emphasis on new, emerging donor countries and the private sector

FO 4.1 Increase the breadth and depth of partnerships in programming

FO 5 ENHANCE COMMUNICATION

FO 5 .1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand

Abbreviations

ACOTA	African Contingency Operations Training and Assistance Programme
ARP	Afghan Resource Person
ASGM	Artisanal and Small-Scale Gold Mining
AUPS	African Union Peace and Security
CEE	Central and Eastern Europe
CIFAL	Centre international de formation des acteurs locaux (International Training Centre for Local Actors)
CITSU	Communication and Information Technology Support Unit
CPTM	Certified Professional Training Manager
CWM	Chemicals and Waste Management Programme
DRC	Democratic Republic of the Congo
DRR	Disaster Risk Reduction
EMPABB	École de Maintien de la Paix Alioune Blondin Beye
EMS	Events Management System
FBU	Finance and Budget Unit
FIAS	Environmentally Sustainable Fund
FO	Functional Objective
FOSS	Free and Open-Source Software
GCP	Green Development and Climate Change Programme
GEF	Global Environment Facility
GFMD	Global Forum on Migration and Development
GHS	Global Harmonized System
GIT	Geographic Information Technology
HO	Hiroshima Office
HRU	Human Resources Unit
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
IT	Information Technology
LAC	Latin America and the Caribbean
LDC	Least-developed Country
LAS	League of Arab States
LLDC	Land-locked Developing Country
LNOB	Leave No One Behind
LOA	Letter of Agreement
MDP	Multilateral Diplomacy Programme
MOD	Ministry of Defense
MOOC	Massive Open Online Course
NA	Not applicable
NAP	National Adaptation Plans
NDC	Nationally Determined Contributions

NM	Not measured
NPO	Nigeria Project Office
NYO	New York Office
OECD	Organisation for Economic Co-operation and Development
OED	Office of the Executive Director
OLE	Online Learning and Education (Part of PTP within UNITAR)
PAGE	Partnership for Action on Green Economy
PCB	Polychlorobiphenyls
PCC	Police Contributing Countries
PDT	Pre-deployment Training
PFTP	Public Finance and Trade Programme
PRM	Partnership and Resource Mobilization Section
PMCP	Peacemaking and Conflict Prevention Programme
PPR	Programme Performance Report
PPME	Planning, Performance Monitoring and Evaluation
PRTR	Pollutant Release Transfer Registrar
PTP	Peacekeeping Training Programme
QAC	Quality Assurance Committee
QAF	Quality Assurance Framework
QCPR	Quadrennial Comprehensive Policy Review
SADC	Southern African Development Community
SDP	Social Development Programme
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SL	Sierra Leone
SO	Strategic Objective
SP	Special Programme (UNEP)
SRSG	Special Representatives of the Secretary-General
TCC	Troop Contributing Countries
ToT	Training of Trainers
UPOPS	Unintentional Persistent Organic Pollutants
UN	United Nations
UN CC:Learn	One United Nations Climate Change Learning Partnership
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research
UNOSAT	UNITAR Operational Satellite Applications Programme
UNV	United Nations Volunteers
USB	Universal Serial Bus
WAB	Women Advisory Board
WHO	World Health Organization

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SDG 10 Reduced Inequalities

SDG 11 Sustainable Cities and Communities

SDG 12 Responsible Consumption and Production

SDG 13 Climate Action

SDG 14 Life Below Water

SDG 16 Peace, Justice and Strong Institutions

SDG 17 Partnerships for the Goals



Executive Summary

This report records actual against planned performance based on the indicators of outcome achievement and outputs of the revised 2018-2019 UNITAR Programme Budget. Out of the 111 outcome indicators, 72 per cent were recorded as either having been surpassed or met within ten per cent of target, while two per cent were partially achieved. Eleven per cent were not achieved, of which eight per cent were due to lack of funding. Fifteen per cent were not measured. Out of the 91 planned outputs, 66 per cent were recorded as either having been surpassed or met within 10 per cent of target, while 17 per cent were not achieved with 11 per cent due to lack of funding. This biennium's reported performance is **more positive than in the previous biennium**.

Trained beneficiaries are by far the Institute's leading, final output. Over the course of the 2018-2019 cycle, UNITAR

registered a **record number of 218,322 beneficiaries**, greatly exceeding the number of planned beneficiary outputs in the Programme Budget and representing an increase of some 106,367 beneficiaries recorded during the 2016-2017 biennium. Beneficiaries from learning-related events amounted to 153,279 (70 per cent), while the number of knowledge-sharing beneficiaries participating in conferences, side events and public lectures was 65,043 (30 per cent). Seventy-five per cent of learning-related beneficiaries came from developing countries, with 27 per cent of this grouping represented by beneficiaries from **countries in special situations**, including the least developed countries, the landlocked developing countries and/or the small island developing States. While this category is **decreasing** in percentage, it is still growing in actual numbers. The overall male to female ratio for the biennium for learning-related events was 56 to 39 and 4 for other (and 54 to 45 and one for other without counting

peacekeeping training beneficiaries), **a little more balanced than in the previous biennium.**

The Institute delivered an **increasing number of events** over the 2018-2019 biennium with 1,309 events (almost 300 more than in the previous biennium) and 25,857 cumulative 'event days' representing four times as many as in the previous biennium. Online learning continues to represent an important delivery modality, with some 38 per cent of beneficiaries trained through e-courses and webinars, similar to the previous biennium. Over the course of the 2018-2019 cycle, UNITAR maintained a strong partnership strategy, with some 82 per cent of learning-related beneficiaries participating in events implemented with partners.

UNITAR's learning services continued to receive positive feedback, with respondents agreeing or strongly agreeing that training was relevant to their jobs (85 and 87 per cent), that information was new (76 and 79 per cent), that there was intent to use the information (89 and 79 per cent) and that the training was considered as overall useful (83 and 80 per cent). The total number of learning event certifications for the biennium stood at 74,148, with 25 per cent being certificates of participation and 75 per cent certificates of completion. The Institute administered an annual online survey to randomly sampled participants from learning-related events. Of the sampled participants, 82 per cent of respondents confirmed having **applied/transferred knowledge/skills** in 2018 and 83 per cent in 2019, the **highest** since measurement started in 2014.

In addition to beneficiaries from learning-specific events and knowledge-sharing conferences, the Institute also delivered a number of other outputs, including 639

satellite imagery derived maps and reports to support the international humanitarian community covering both natural disasters and conflict situations.

Under the 2018-2019 budget, UNITAR programming has links to **14 of the 17 Goals**, more than during the previous biennium. Most result areas are associated with **Goals 12 (Responsible Consumption and Production), SDG 13 (Climate Action) and 16 (Peace, Justice and Strong Institutions)**. Twenty-four per cent of the results areas are strongly aligned to the relevant primary Goal when considering the SDG indicator(s).

While UNITAR's level of output is significant (and growing), the contribution that UNITAR is making towards helping Member States implement the 2030 Agenda is assessed moderate, as in the previous biennium. This largely stems from the relatively small size of UNITAR projects on average and the lack of strong alignment when considering the SDG indicators. As discussed in the report, there are some areas where the contribution UNITAR programme is assessed as strong or moderate to strong, however.

37 per cent of the result areas include a focus on **leaving no one behind**, one of the Agenda's principles, including special attention or priority given to diverse groups such as indigenous people, women, youth, participants from special situation countries, persons with restricted mobility, representatives from minorities, forcibly displaced populations, different ethnicity, age, social class etc. Seven per cent of the result areas are indicated as contributing to **gender equality** while not being aligned with SDG 5 as a primary Goal.

Overall programme performance is nonetheless rated as **satisfactory to**

good for the biennium, and output achievement is remarkable. The Institute encountered a number of challenges which explain non- or under-achievement of planned results related to donor funding or lack of political host country buy-in and project delivery delays with implementing

partners. These and other **performance challenges** are discussed more thoroughly in the report, and several important **lessons** to be learned are also identified by Management.








Introduction

1. The Programme Performance Report for the 2018-2019 Biennium presents the results of the sixth performance reporting exercise that UNITAR has undertaken since results-based programme budgeting was introduced in 2008. The report compiles performance information from all UNITAR offices, programmes, sections and units specifying expected results in the revised 2018-2019 Programme Budget, in accordance with the respective high-level programme and functional objectives of the 2018-2021 strategic framework. In addition to recording an assessment of expected results, the report also includes ratings against output targets and lists any non-programmed results (i.e. outcomes or outputs not included in the revised budget) that were achieved. Finally, the report also includes discussion on the alignment of UNITAR programming to the 2030 Agenda for Sustainable Development, with an assessment of the contribution that UNITAR is making to helping Member States achieve the Sustainable Development Goals (SDGs) based on performance and degree of alignment with the Goal indicators.

Methodology

2. Programme performance reporting is a key element of the Institute's accountability framework and is undertaken by managers as a self-assessment exercise using a harmonized reporting format. Based on the actual performance reported by UNITAR divisions, the Planning, Performance Monitoring and Evaluation Unit (PPME) assigned traffic light ratings to each expected outcome and output recorded in the revised Programme Budget. In addition to the green, yellow and red traffic lights (as used in part reporting exercises), the present report includes an additional category for the assessment of each result indicator and output with a red circle, indicating that the expected result was "reported as not funded". The report presents performance on the basis of the programme and functional objectives as opposed to performance on an individual programme basis.

Table 1: Performance Reporting Traffic Light Indicators

	Target surpassed or met within 10%
	Achieved (10% - 29% away from target)
	Not achieved (more than 30% from target)
	Reported as not funded
	Not measured or reported

3. Indicators of achievement for the expected results are for the most part based on quantitative performance measures (numbers or percentages), while output performance may be measured quantitatively, qualitatively or in binary terms (i.e. as having been achieved, not achieved or, in some instances, partially achieved).



Summary of Achievements

4. The Institute planned to achieve **111 outcome-level results** for the 2018-2019 biennium (measured against a total of 143 performance indicators), including 87 and 24 results under the budget's programme and functional objective areas respectively. Sixty-eight of the 87 programme-related results (or 78 per cent) are learning-related (e.g. development of knowledge, skills, attitudes or awareness). Eighty per cent of the outputs are learning-related.

5. As shown in Table 2 and Chart 1 below, 80 result indicators (or 72 per cent) were recorded by management as either having been surpassed or met within 10 percent of target, 2 (or 2 per cent) partially achieved within 29 per cent of target, 3 (or 3 per cent) were not achieved as 30 per cent or more from the target and 9 (or 8 per cent) not achieved due to a lack of funding. Seventeen expected outcome result indicators (or 15 per cent) were not measured or recorded.

Table 2






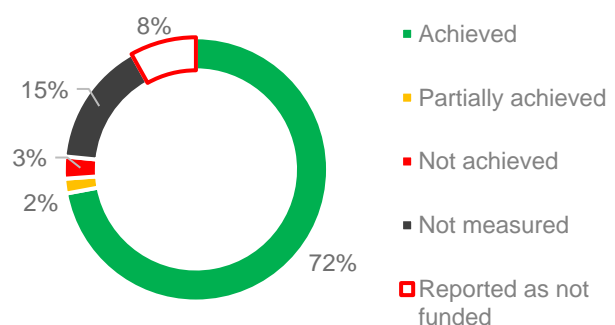
Performance Against Result Target Indicators					
					Total
80	2	3	9	17	111

Chart 1: Outcome Achievement



6. As shown in Table 3 and Chart 2 below, **60 outputs** (or 66 per cent) were recorded by management as either having been surpassed or met within 10 percent of target, 7 (or 8 per cent) partially achieved within 29 per cent of target; 6 outputs (or 6 per cent) were not achieved 30 per cent or more away from the target and 10 (or 11 per cent) not achieved due to a lack in funding. Eight planned outputs (or 9 per cent) were not measured or recorded.

Table 3






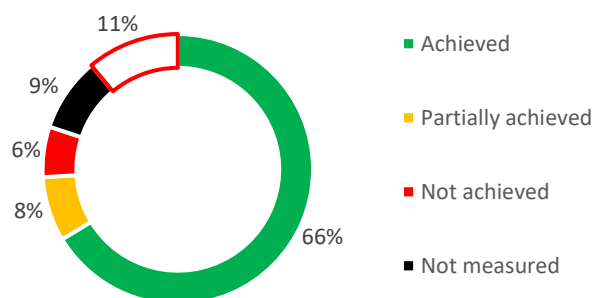
Performance Against Planned Outputs					
					Total
60	7	6	10	8	91

Chart 2: Output Achievement



7. Annex I provides a breakdown of outcome and output ratings by strategic and functional objectives. As with previous programme budgets, the nature of outcome and outputs varies considerably. In addition to external results (e.g. strengthened individual and institutional capacities of beneficiaries in the major thematic programming areas), a number of results reflects in-ward looking outcomes, such as the maintenance of sound financial statements, improved accountability for delivering results or increased cost-effectiveness of IT solutions and plans.
8. As shown above, a number of outcome and output areas were not measured or reported. Reasons for non-measurement/non-reporting include technical difficulties in measurement, lack of readily available data or time constraints. The outcome indicators associated with outputs in which programming was unfunded were not measured.



Leading Output - Beneficiaries

9. Beneficiaries from learning-related and broader knowledge-sharing events are UNITAR's leading output. The Institute provided learning and knowledge-sharing services to 218,322 beneficiaries during the 2018-2019 biennium, as reported in the events management system (EMS). This biennium is the fourth consecutive two-year budget cycle in which the benchmark of 50,000 beneficiaries was surpassed and records the largest number of beneficiaries per two-year budget cycle in the Institute's history.
10. This number exceeded by far the number of planned beneficiary outputs of 76,000, as illustrated in Charts 4 and 5 below. The discrepancy is due, in part, to a higher than planned number of participations from Strategic Objective 3 and 2. Specifically, these numbers result mostly from the UN CC:Learn introductory e-courses on climate change and beneficiaries from programming implemented by the Global Network of International Training Centres for Leadership and Authorities (CIFAL). The strategic objectives related to planet, people and peace also comprise the largest number of UNITAR beneficiaries as shown in Chart 3, below.
11. Chart 4 illustrates that the actual number of beneficiaries virtually more than doubled those planned, with 117,639 additional beneficiaries. In previous years, programme performance results have reported a large discrepancy with the EMS reported data. In 2014-2015, the biennium reported 33,000 more beneficiaries in the EMS than reported by programme managers from non-programmed training activities and/or knowledge-sharing outreach events such as conferences, public lectures or side-events not recorded in the programme budget. In the 2016-2017 biennium programme reporting and EMS showed more similar

figures and represented 112,065 and 109,243 beneficiaries, respectively. In 2018-2019, programmes reported 193,000 beneficiaries while the EMS showed 218,000 and there is therefore a discrepancy of over 20,000.

Chart 3: 2018-2019 Actual Beneficiary Outputs by Strategic Objective Area

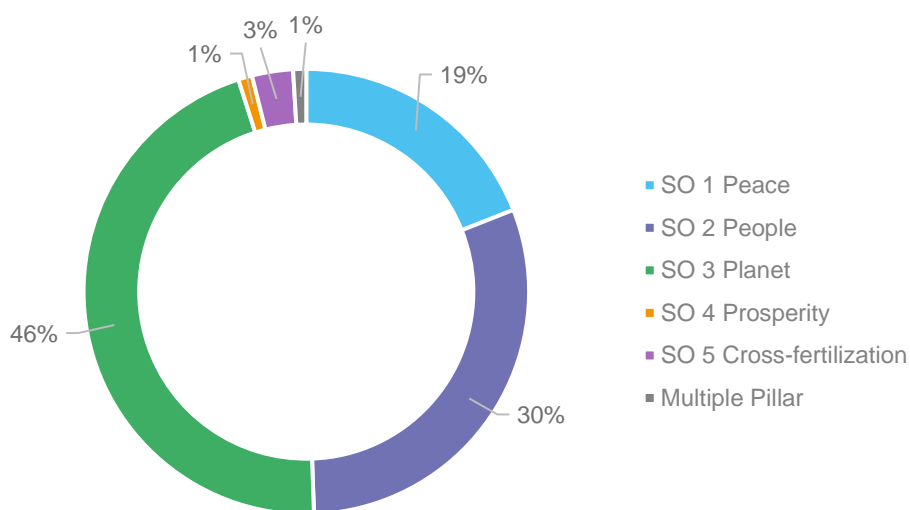
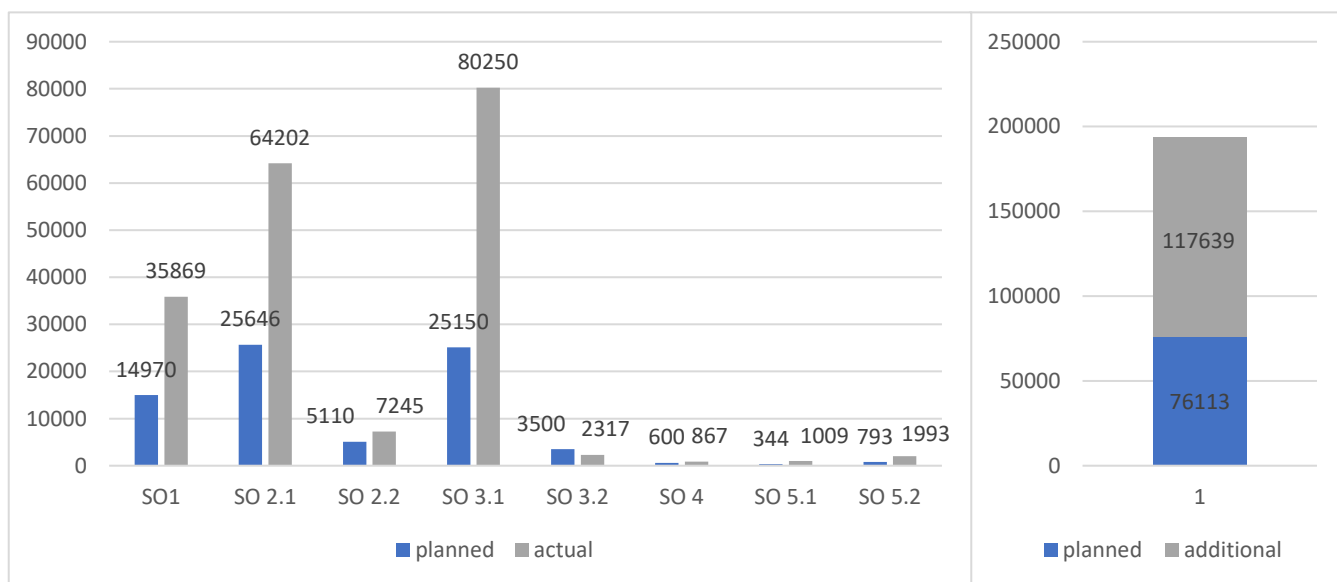


Chart 4: 2018-2019 Planned v. Actual Beneficiary Outputs by Strategic Objective Area

Chart 5: 2018-2019 Planned and Additional Beneficiaries in PPR Actual



- As compared with the previous biennium, the number of beneficiaries reported in 2018-2019 increased by 60 per cent. This large increase in beneficiary outreach is explained by the growth in face-to-face and e-Learning events (discussed in Chart 5) and particularly by the increase in, UN CC:Learn-related and CIFAL beneficiaries. In the previous biennium, there was a large increase in learning-related beneficiaries over the two-year period.

13. UNITAR also delivered an increasing number of events over the course of the biennium, with an all-time high of 1,309 events (compared to 950 events in 2016-2017), as shown in Chart 6. Seventy-four per cent of UNITAR events are learning-related. Broader knowledge-sharing outreach events, such as conferences, public lectures and side events, represent a smaller share, at less than 30 per cent, of all events recorded during the biennium. This is coherent with the previous biennium.



14. UNITAR delivered a total of 25,857 ‘event days’ over the course of the 2018-2019 biennium (see Chart 7).¹ The breakdown both in terms of numbers and types of events varies widely across UNITAR divisions. Some programme areas, such as Support to the Implementation of the 2030 Agenda, Multilateral Diplomacy and Peacekeeping, focus entirely or almost entirely on training-related events and outputs (many of which were specific to learning outcomes), whereas other programmes, such as UNITAR Operational Satellite Applications Programme (UNOSAT) and the CIFAL Global Network, engage in a mixture of training-related and broader knowledge-sharing events and outputs.

¹ Number of events recorded independent of beneficiaries.

Chart 6: Number of Events

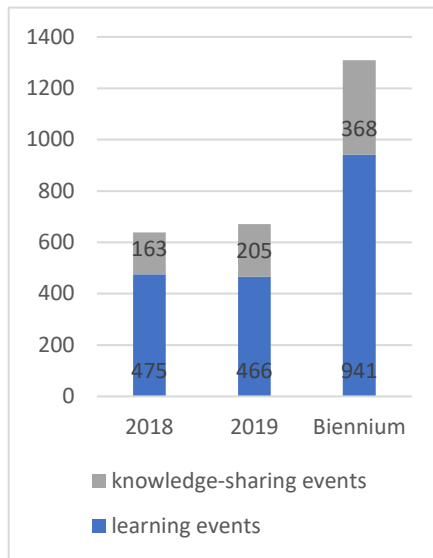
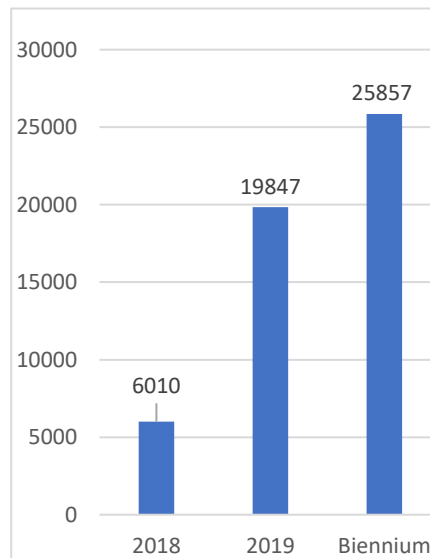
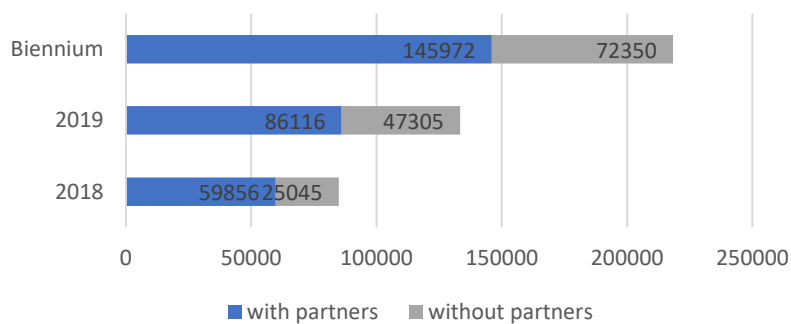


Chart 7: Number of Event Days



- The Institute continues to leverage partnerships in delivering results (see Chart 8), with 180,080 (or 82 per cent) learning-related beneficiaries taking part in events implemented with partners during the biennium, reporting an increase of 498 per cent to the 2016-2017 biennium that can be attributed to the overall beneficiary increase of the UN CC:Learn partnership. Fifty-two and 63 per cent respectively of events have been implemented with partners compared to 71 and 49 per cent in 2016 and 2017. Partners have included organizations as diverse as other United Nations agencies, regional organizations, governments, national training institutes, foundations, universities, non-governmental organizations and the private sector.

Chart 8: Learning-related Beneficiaries by Partnership





16. The Institute targets primarily beneficiaries from developing countries (see Chart 9), with 76 per cent of learning-related beneficiaries coming from this grouping (including 27 per cent of all beneficiaries coming from special situations). This shows a decreasing trend as beneficiaries from developing countries represented 83 per cent and beneficiaries from special countries alone 50 per cent in the previous biennium. When looking at actual numbers though, UNITAR still trained 2,261 more beneficiaries from countries in special situation than compared to the previous biennium.

Chart 9: 2018-2019 Learning-related Beneficiary Breakdown by Development Status

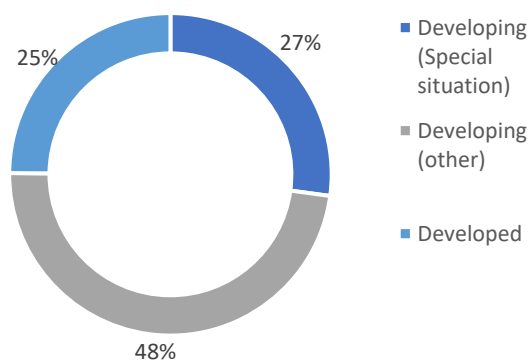
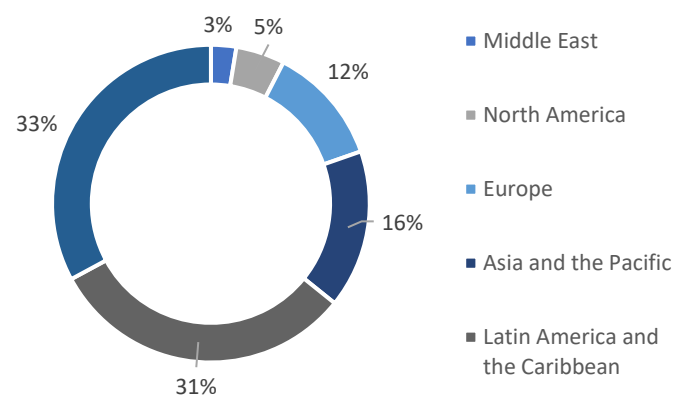


Chart 10: 2018-2019 Learning-related Beneficiary Breakdown by Region



17. As shown in Chart 10, the largest proportion of learning-related beneficiaries comes from Africa (33 per cent), followed by Latin America and the Caribbean (31 per cent), Asia and

the Pacific (16 per cent), Europe (12 per cent) and Middle East and North America at 3 and 4 per cent, respectively.

18. As shown in Charts 11, non-state (Academia, private sector, NGO) affiliated beneficiaries represent the largest proportion of training-related participations. This result is different from the 2014-2015 and 2016-2017 biennium where government-affiliated beneficiaries represented the largest proportion. This can be explained through a high number of participants from UN:CC Learn e-courses.

Chart 11: 2018-2019 Learning-related Beneficiary Breakdown by Affiliation

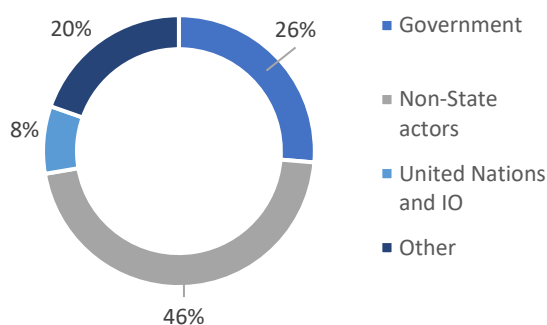
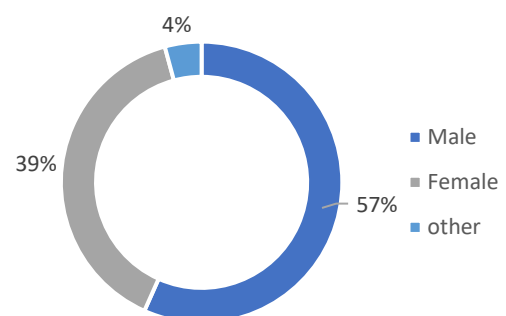


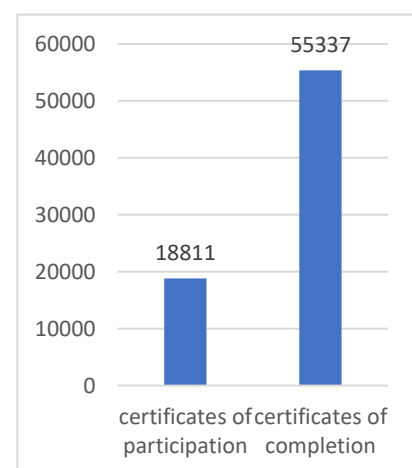
Chart 12: 2018-2019 Learning-related Gender Ratio



19. Chart 12 shows the overall male to female ratio for the 2018-2019 biennium which stands at 57-39 and 4 for other (and 54-45 and 1 for other without peacekeeping training beneficiaries) which is slightly improved in comparison to the previous biennium of 66-34 total ratio and 54-43 without PTP from 2016-2017.

20. UNITAR recorded 112,960 participations in learning events during the 2018-2019 biennium, of which 18,811 participants received a certificate of participation and 55,337 a certificate of completion, or 25 per cent and 75 per cent respectively (see Chart 13). While certificates of participation decreased by about 3,000 beneficiaries from the 2016-2017 biennium, certificates of completion increased by more than 40,000 particularly thanks to the One UN Climate Change Learning Partnership.

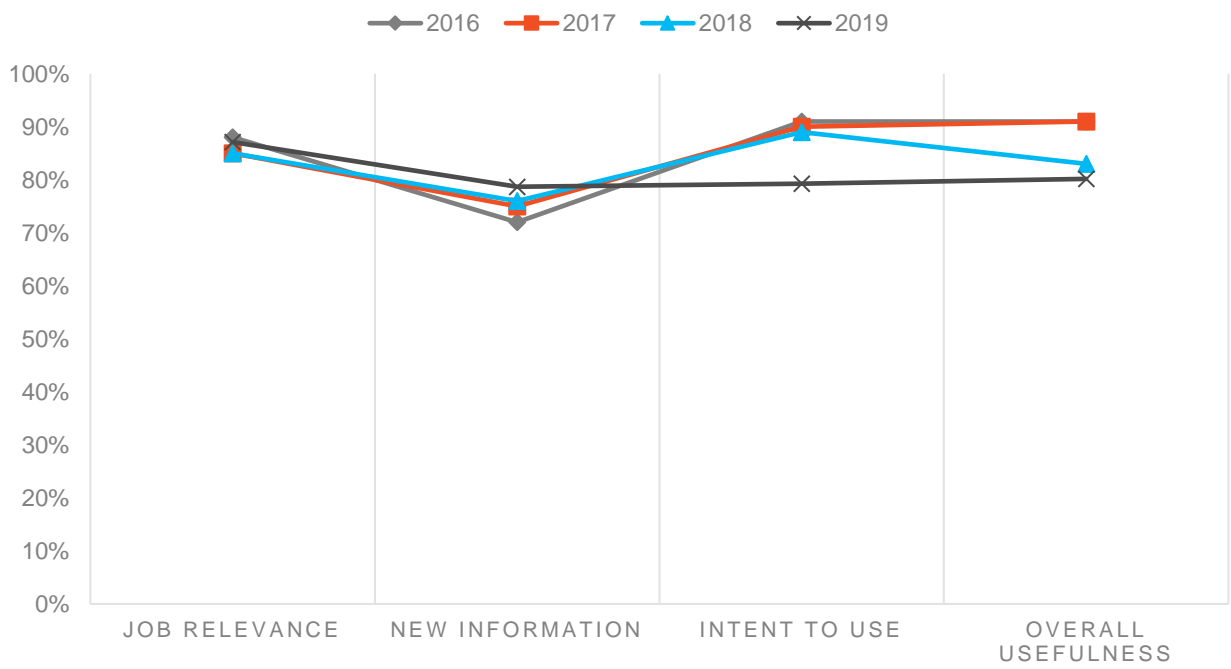
Chart 13: 2018-2019 Learning Event Certifications





21. UNITAR continues to monitor feedback from beneficiaries with a view to assessing its training services across four key indicators: **job relevance, newness of information, intent to use and overall usefulness**. Of the learning events delivered to 112,960 beneficiaries during the biennium, feedback from respondents continued to reflect a high degree of appreciation with (and value in) UNITAR training services. Based on data collected (see Chart 14), respondents agreed or strongly agreed that training was job relevant (85 and 87 per cent respectively), that information was new to them (76 and 79 per cent respectively), that it was likely they would use the information (89 and 79 per cent respectively) and that the event was overall useful (93 and 80 per cent respectively). These rates have remained rather constant over the past three biennia, with a slight decrease for the overall usefulness and intent to use and an increase for new information from the previous biennium.

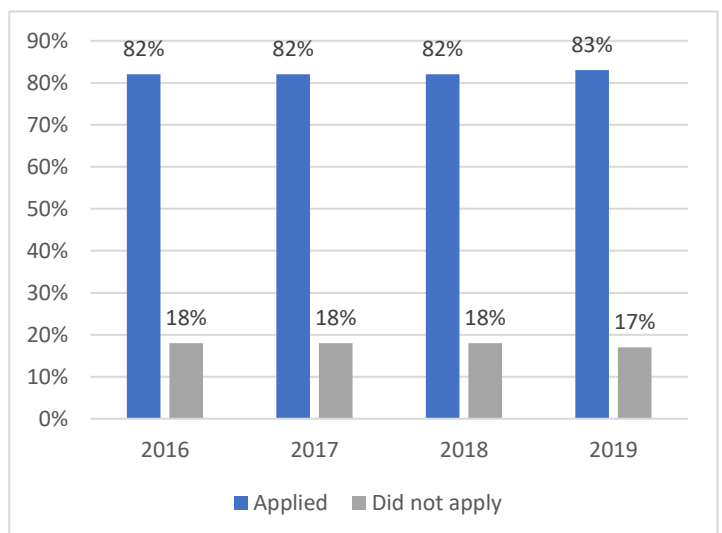
Chart 14: Beneficiary Feedback Over Two Biennia





22. UNITAR administered an online questionnaire of randomly sampled participants from 2018 and 2019 learning events to measure the extent to which knowledge and skills acquired through training have been transferred or applied to participants' workplaces. Of the sampled participants, 82 and 83 per cent confirmed having applied/transferred knowledge/ skills in both 2018 and 2019 respectively, respectively (see Chart 15). The application of knowledge and skills has remained constant over the years at a rate of above 80 per cent.

Chart 15: Application of Knowledge/Skills



23. In 2018 and 2019, the survey response rate was 25 and 29 per cent respectively. In 2018, 56 per cent of respondents were male, 41 per cent female and 3 per cent from another gender while 2019 was slightly more gender balanced with 51 per cent of respondents were male, 45 per cent female and 4 per cent from another gender.

24. The respondents came from various professional backgrounds including academic and government sectors, amongst others. Most of the respondents came from Africa, Asia and Europe. Thirty per cent of the respondents represented countries in special situations i.e. the Least Developed Countries (LDCs), Land-Locked Developing Countries (LLDC) and the Small Island Developing States (SIDS).

25. Disaggregating by gender, application is higher among men (84 per cent) compared to female and other gender respondents, at 79 per cent each in 2018. Instead, in 2019, application is higher among the gender other (90 per cent) compared to female and male gender respondents, at 82 and 84 per cent respectively. However, in 2018, in terms of attributing the application of knowledge or skills directly to the course, 73 per cent male, 68 per cent female and 65 per cent of other gender respondents attributed their ability to apply the knowledge or skills directly to the training event they had taken. While in 2019, 68 per cent male, 68 per cent female and 86 per cent of other gender respondents attributed their ability to apply the knowledge or skills directly to the training event they had taken.
26. In terms of frequency of application of knowledge or skills, there is not much of a significant difference in terms of application rate between the various genders in both 2018 and 2019.
27. More than 50 per cent of learners reported some form of behaviour change. These changes range from changed perspectives, changing the way one does things, particularly at work, to sharing knowledge or skills with others.
28. For the knowledge and skills to be applied and for behaviours to be changed, there are both enabling and deterring factors. Importance/ relevance of the content to job success and opportunity and confidence to apply knowledge and skills are among the key enablers to application. Lack of funds, lack of opportunity and no process support/ feedback are among the key deterrents to application. These factors are similar for both men and women but less so for other genders. Frequency of application is again driven by various factors. These factors include relevance of content to the job, the opportunity to apply and having sufficient knowledge gained through the UNITAR trainings to apply.

Other Outputs

29. Parallel to emphasis being placed on training and learning-related outputs, the Institute has also produced other products and services, the most noteworthy being the rapid mapping imagery and analysis undertaken by UNOSAT. Over the course of the biennium, 639 satellite imagery derived maps and reports were produced to support the international humanitarian community, covering both natural disasters and conflict situations, such as floods in Bangladesh, Myanmar and Mozambique; a tropical cyclone in Madagascar; an earthquake in Iraq; and the crises in Iraq and Syria.
30. Other non-beneficiary outputs include various corporate reports, including reports of the UNITAR Board of Trustees, results reports, performance reports and evaluations; guidance documents; strategies; policies; and IT-related tools.

Unplanned Programming and Results

31. A number of unplanned programming and results or additional outputs (i.e. not included in the revised 2018-2019 Programme Budget) were reported under Strategic Objective 1, 2, 3 and 5.

32. Under **SO 1**, most of the unplanned or additional results were reported. Three instead of two Regional Training Programme for Africa were organized in this biennium. Moreover, in addition to planned Pre-deployment training activities, two additional Training of Trainers (ToT) were held in Togo and Rwanda (2018), as well as a blended ToT/PDT in Benin (2019) following a request for support from the TCC. It was also reported that working through partners, the Division for Peace was able to implement a webinar series which was valued by the project network and proved to be a successful way to share knowledge and raise awareness on sustainable energy project planning and management for conflict settings. In addition to the activities originally defined in the LoA with UNDP, based on quality of performance and needs, UNDP and LAS requested an additional training session following the final (second) simulation. The LoA was therefore amended to include a 5-day Debriefing and lessons learned training. The initially planned project activities included the development and delivery of 4 training modules to benefit 40 Members and staff of Parliament, with at least 10 participants attending a training. However, the implemented project activities comprised the delivery of 7 training modules that benefitted 140 Members and staff of Parliament. Note: The additional 3 trainings for the Members and staff of Parliament were as a result of the cancelled trainings of the young Kenyan professionals. Activities for the young Kenyan professionals did not take place. Instead they were replaced with 3 additional trainings for the Members and staff of Parliament. This change was unexpected although it accounted for the politicization of the selection process of the young professionals who would participate in the training.
33. **SO 2** reported the expansion of the CIFAL Network with new centres being opened and more activities being delivered than originally planned.
34. The Division for Planet under **SO 3** experienced changes with regards to a project in Ecuador where UNITAR, as executing agency, discussed and negotiated a new tripartite agreement between UNITAR, the Ministry of Environment of Ecuador and FIAS (environmentally sustainable fund), which allowed the Ministry to implement the activities and use funds administered by FIAS as a separate public authority.
35. Under **SO 5** it was reported that due to Trainings in the Asia-Pacific region had a stark gender imbalance in 2018, so in 2019 the Bangkok office conducted a training specifically to strengthen the capacity of young female professionals in the use of Geospatial Information Technology to reduce disaster risk and strengthen resilience. 48 women attended the training. Moreover, an additional 3,356 attendees benefited from outreach awareness raising events organized by the CommonSensing consortium partners at conferences outside of the three target countries in the Pacific. In addition to the Executive Leadership programme on Evaluation and the SDGs, PPME together with EvalSDGs also organised a MOOC course for which it received an overwhelming number of 1,688 registrations, which was much higher than anticipated. In the end 766 participants took part to the course and 307 of them passed the required score of the objective assessment of learning and received a certificate of completion. Finally, more face-to-face beneficiaries were reported due to a high number of participants in Shanghai learning conference organized in January 2019.
36. A complete list of unplanned results reported by Strategic Objective can be found in Annex I.

Alignment to the Sustainable Development Goals

37. With the adoption of the 2030 Agenda and the attention that the Agenda’s follow-up and review process is receiving, it is important to assess how well UNITAR’s programming is aligned to the 17 Goals and how well UNITAR as an organization is contributing to help Member States achieve them. The 2018-2019 biennium marks the second budget cycle in which UNITAR has undertaken such an assessment.
38. The methodology used to assess programme alignment to the SDGs includes (i) reviewing the results areas specified in the Programme Budget and matching the areas to a primary Goal and target, where relevant; and (ii) reviewing the SDG indicators for the targets and assessing the extent to which UNITAR’s contribution to helping Member States achieve the targets on the basis of the indicator is strong, moderate or weak. The SDG targets and indicators are based on the official list, which includes 169 targets and 230 indicators for the 17 SDGs.²
39. As shown in Chart 16 below, most of UNITAR’s results areas are aligned with SDG 16 (Peace, Justice and Strong Institutions), representing 47 per cent of the 80 programme results areas, followed by SDG 13 (Climate Action), SDG 12 (Sustainable Consumption and Production), SDG 17 (Partnerships) and SDG 11 (Sustainable Cities), each comprising between 6 to 9 per cent of the results areas. Overall programming aligned with 14 of the 17 SDGs while in the previous biennium it only aligned with 11 of them.
40. While all UNITAR results areas under its strategic objectives are aligned to the SDGs, **the degree of alignment varies considerably**, with only 24 and 12 per cent of the aligned areas assessed as having strong and moderate links to the targets, respectively, when the specified indicators are considered (see Chart 17). The degree of alignment has been more positive in the previous biennium with 30 and 24 per cent having strong or moderate links.

Chart 16: Result Area Alignment to 2030 Agenda

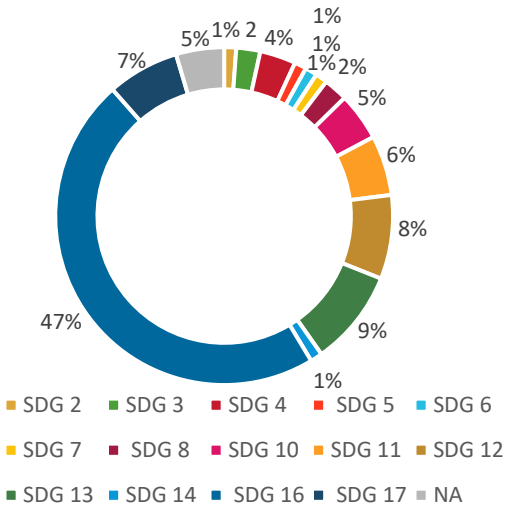
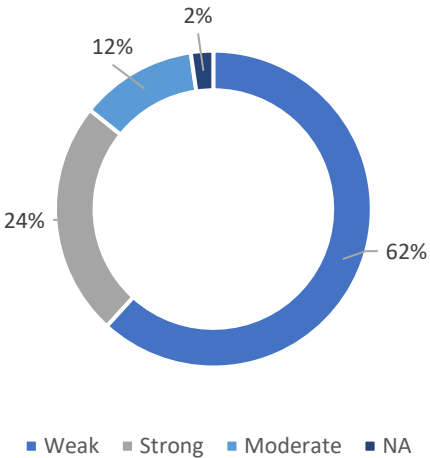


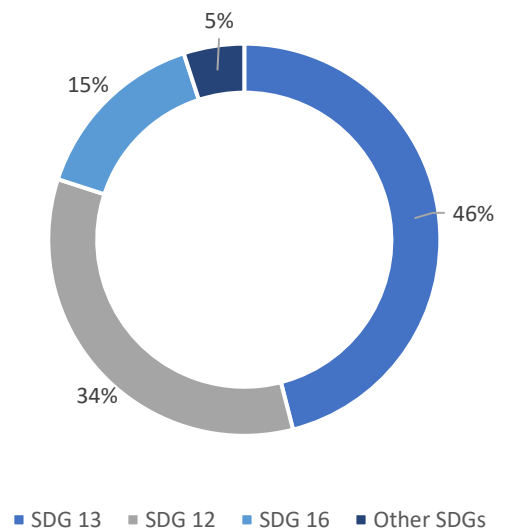
Chart 17: Degree of Alignment of Programme Results with SDG Indicators



² SDG target indicators are categorized as tier I, II and III, depending on the clarity of the measure and the existence of internationally established methodology and data. See the official list of SDG targets and indicators (April 2017 version): <https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>

41. In terms of beneficiary output, SDGs 13, 12 and 16 comprise of the largest proportion of learning-related beneficiaries (95 per cent together), with 46 per cent of learning-related beneficiaries linked to Goal 13, and 34 per cent and 15 percent linked to Goals 12 and 16, respectively (see Chart 18). This is not surprising given the number of those completing the UN CC:Learn suite of e-courses, CIFAL centre participants and peacekeeping beneficiaries. The other eight SDGs aligned to UNITAR programming make up about 5 per cent of learning-related beneficiary output.

Chart 18: Beneficiary Output Aligned to SDGs

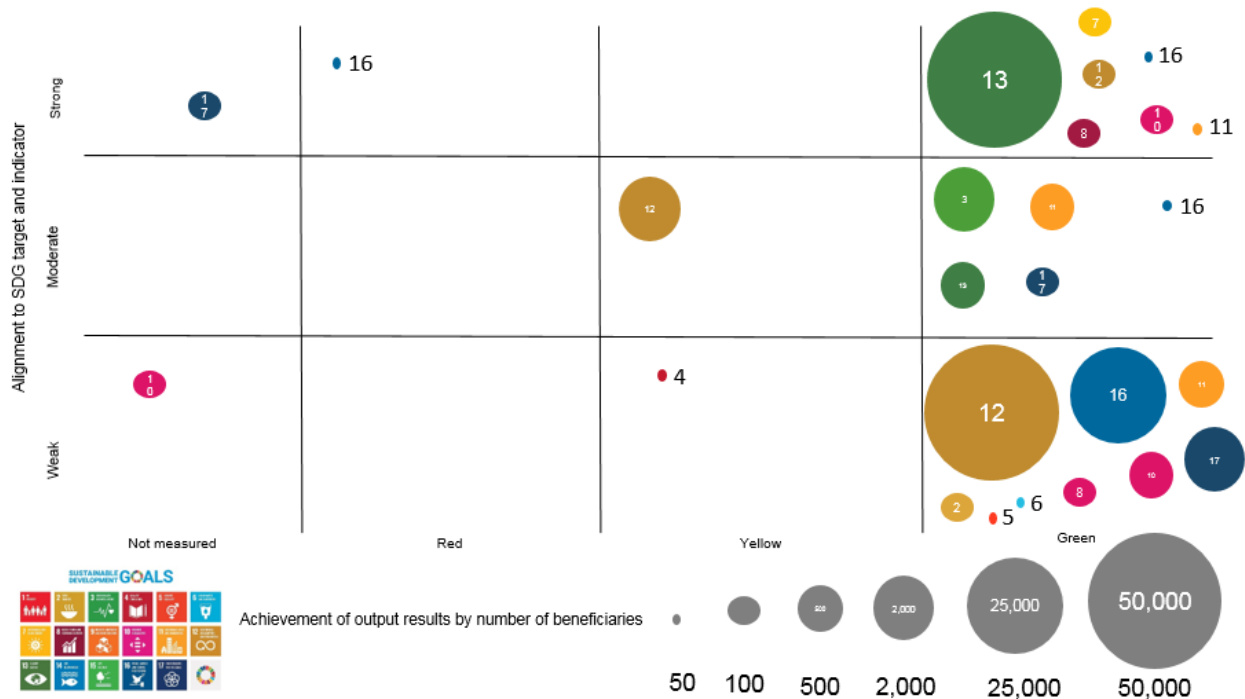


42. When assessing UNITAR’s overall contribution to helping Member States implement the 2030 Agenda, it is important to bear in mind that almost two-thirds of the Programme Budget’s planned outputs were achieved within 10 per cent of the target. While some of these outputs are closely linked to the primary SDG through their associated results area, others only have a moderate or weak link. One third of the planned outputs were either partially achieved, or not achieved, not measured or unfunded, most of which had weak links to the primary SDG.



43. Chart 19 below visualizes the degree to which UNITAR programming is aligned to the SDGs based on achievement of total beneficiary output (i.e. learning and knowledge-sharing combined) and degree of alignment to the SDG target indicator. The not measured, red, yellow and green achievement levels are described in more detail in Table 1 in the methodology section. The colours of the plots correspond to the colours used for the SDGs, while their size is indicative of the number of beneficiaries, based on the legend. The position of the plots within each quadrant is inconsequential.

Chart 19: Mapping SDG Alignment by Beneficiary Output



44. It is interesting to observe that the largest portion of beneficiaries falls in the achieved quadrants (far-right column), although within this grouping, many of the beneficiaries are clustered under outcome areas with weak links to the respective primary Goal (bottom far-right quadrant). Nearly 58,000 of the 60,000 beneficiaries associated to SDG 12 (Responsible Consumption and Production), for example, are associated with outcomes with weak links to the SDG indicator (as showed in the bottom far-right quadrant). Some 2,000 beneficiaries associated with Goal 12 are moderately and strongly linked, however. In contrast, some 80,000 beneficiaries are strongly linked to SDG 13 (Climate Action), as shown in the top far-right quadrant. While the smallest plots represent outputs from results areas with under 100 beneficiaries, there are instances where the associated outcome results area is strongly aligned with the SDG target indicator, as also shown in this top far-right quadrant.

45. Discussion now turns to an assessment of UNITAR programming as it relates to each Goal and target, based on outcome and output achievement, and degree of alignment with the SDG target indicator.



SDG 2 Zero Hunger

SDG 2 seeks sustainable solutions to end hunger in all its forms by 2030 and to achieve food security.

Number of results areas	1 out of 87	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	320	
Number of other beneficiary outputs	0	
Assessment of results area linkage to SDG indicator	Strong	0%
	Moderate	0%
	Weak	100%
SDG 2 targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
2.1	100%	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
Overall Assessment of UNITAR Contribution	<p>Weak. One result area is aligned to SDG 2 and linked to target 2.1. This represents 1 per cent of UNITAR programming from the 2018-2019 biennium, and the related programming produced 320 learning-related beneficiaries. Moreover, the result area was achieved beyond the target output. The achieved result areas focused on increased expertise of WHO regional staff in dealing with nutrition and health related issues. The contribution that UNITAR programming likely made to helping Members States achieve target 2.1 is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (no indicator selected).</p>	



SDG 3 Good Health and Well-Being

SDG 3 seeks to ensure health and well-being for all, at every stage of life.

Number of results areas	2 out of 87	
Proportion to total programme results areas	2%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	3,902	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	100%
	Weak	0%
SDG 3 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
3.6	50%	By 202, half the number of global deaths and injuries from road traffic accidents
3.8	50%	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
Overall Assessment of UNITAR Contribution	<p>Moderate. Two UNITAR result areas were aligned with SDG 3, accounting for 2 per cent of all UNITAR programming. Only one of these result areas was achieved (Strengthened capacity of local and national officials to tackle road safety issues), however. This programming area comprised a learning-related activity delivered to 3,902 beneficiaries linked to target 3.6. The contribution that UNITAR made to helping Member States achieve Goal 3 is assessed as moderate, when considering overall performance and the moderate linkage to the related SDG indicator (no indicator selected).</p>	



SDG 4 Quality Education

SDG 4 focuses on ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.

Number of results areas	3 out of 87	
Proportion to total programme results areas	3%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	56	
Number of other beneficiary outputs	0	
Assessment of results area linkage to SDG indicator	Strong	0%
	Moderate	25%
	Weak	75%
SDG 4 targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
4.3	25%	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
4.7	75%	By 2030, ensure that all learners acquire the knowledge and skills need to promote sustainable development, including among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

Overall Assessment of UNITAR Contribution

Weak. Three result areas are aligned to SDG 4, two of which are linked to target 4.7 while one is linked to target 4.3. These three result areas comprised 3 per cent of UNITAR programming from the 2018-2019 biennium, and the related programming produced 56 learning-related beneficiaries. Only one of the results areas was achieved from 10 per cent of the target output, however. The achieved result area focused on **enhanced knowledge and skills of indigenous peoples' representatives in conflict analysis and negotiation**. The contribution that UNITAR programming likely made to helping Members States achieve target 4.7 is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator ("Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment" (Tier 3).





SDG 5 Gender Equality

SDG 5 focuses on achieving gender equality and empower all women and girls.

Number of results areas	1 out of 87	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	56	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	0%
	Weak	100%
SDG 5 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
5.5	100%	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
Overall Assessment of UNITAR Contribution	<p>Weak. One UNITAR result areas was aligned with SDG 5, accounting for 1 per cent of all UNITAR programming. This result area was achieved (Increased awareness of women diplomats and delegates on leadership skills pivotal to their full and effective participation in multilateral decision-making fora), however. This programming area comprised a learning-related activity delivered to 56 beneficiaries linked to target 5.5. Additionally, five more result areas are indicated as contributing to gender equality while not being aligned with SDG 5 as a primary Goal. The contribution that UNITAR made to helping Member States achieve Goal 5 is assessed as weak, when considering overall performance and the weak linkage to the related SDG indicator (“Proportion of seats held by women in (a) national parliaments and (b) local governments” and “Proportion of women in managerial positions” (Tier 1).</p>	



SDG 6 Clean Water and Sanitation

SDG 6 focuses on ensuring availability and sustainable management of water and sanitation for all.

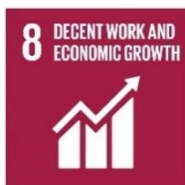
Number of results areas	1 out of 87	
Proportion to total programme results areas	1%	
Number of results areas achieved	0	
Number of learning beneficiary outputs	0	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	100%
	Weak	0%
SDG 6 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
6.4	100%	By 2030 substantially increase water use efficiency across all sectors and ensure sustainable withdraws and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
Overall Assessment of UNITAR Contribution	<p>Moderate but not achieved. There is only one result area alignment to SDG 6 for clean water and sanitation. Nevertheless, the link between the SDG indicator and the result area indicator is assessed as moderate. No learning-related beneficiaries were trained in this result area to improve knowledge of water resources in Chad. The link to the SDG indicator from this result area was assessed as moderate, contributing to the (a) change in water use efficiency over time (Tier 3) and (b) the level of water stress, freshwater withdrawal as a proportion of available freshwater resources (Tier 1).</p>	



SDG 7 Affordable and Clean Energy

SDG 7 focuses on ensuring access to affordable, reliable, sustainable and modern energy for all

Number of results areas	1 out of 87	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	320	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	100%
	Moderate	0%
	Weak	0%
SDG 8 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
7.a	100%	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
Overall Assessment of UNITAR Contribution	<p>Strong. One of UNITAR’s results areas was aligned to SDG 7 for affordable and clean energy for all, comprising one per cent of UNITAR programming. UNITAR trained 320 representatives of international organizations and nongovernmental organizations in conflict and post-conflict environments. It was assessed to be strongly linked to the SDG indicators for target 7.a. The contribution that UNITAR made to helping Member States achieve Goal 7 is assessed as strong, however, when considering performance and SDG indicator alignment (“7.a.1 International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems (Tier 3)”).</p>	



SDG 8 Decent Work and Economic Growth

SDG 8 focuses on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Number of results areas	2 out of 87	
Proportion to total programme results areas	2%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	123	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	50%
	Moderate	0%
	Weak	50%
SDG 8 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
8.6	100%	By 2020, substantially reduce the proportion of youth not in employment, education or training
Overall Assessment of UNITAR Contribution	<p>Moderate. Two of UNITAR's results areas were aligned to SDG 8 for Decent Work and Economic Growth, comprising some 2 per cent of UNITAR programming. UNITAR strengthened capacities and skills of 7 Nigerian youth for employability and trained 116 trade sector officials from LDCs and SIDS in Aid for Trade, sustainable development oriented multilateral trade rules, and in aligning investment agreements and dispute settlement policies and plans (the only achieved result area). Only seven beneficiaries were assessed to be trained on material strongly linked to the SDG indicators for target 8.6. The contribution that UNITAR made to helping Member States achieve Goal 8 is assessed as moderate, however, when considering under performance, yet strong SDG indicator alignment.</p>	



SDG 10 Reduced Inequalities

SDG 10 for Reduced Inequalities focuses on reducing inequality with and among countries.

Number of results areas	4 out of 87	
Proportion to total programme results areas	5%	
Number of results areas achieved	3	
Number of learning beneficiary outputs	980	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	25%
	Moderate	0%
	Weak	75%
SDG 10 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
10.6	75%	Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
10.7	25%	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
Overall Assessment of UNITAR Contribution	<p>Moderate. Four of UNITAR's result areas were aligned to SDG 10 for reduced inequalities, accounting for 4 per cent of UNITAR programming. Three of the four results areas were achieved, while one was not measured. 980 were trained in learning-related activities. The only results area strongly linked to the SDG indicator for target 10.6 was focusing on strengthening knowledge and skills of Geneva-based country delegates in the field of public finance, multilateral trade and intellectual property rights, with a view to supporting effective, accountable and inclusive multilateral institutions, reduce inequality among countries, and promote the global partnership for sustainable development. The other results areas were assessed with a weak link to SDG indicator 10.6 and 10.7 and focused on trade, intellectual property, innovative learning methodologies for women and challenges in migration. The contribution that UNITAR made to helping Member States achieve Goal 10 is therefore</p>	

	<p>assessed as moderate when considering overall programme performance and mostly weak SDG indicator alignment.</p>
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SDG 11 Sustainable Cities and Communities

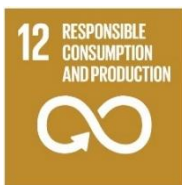
SDG 11 focuses on making cities and human settlements inclusive, safe, resilient and sustainable.

Number of results areas	5 out of 87	
Proportion to total programme results areas	6%	
Number of results areas achieved	4	
Number of learning beneficiary outputs	1,404	
Number of other beneficiary outputs	400 & maps	
Assessment of results area link to SDG indicator	Strong	40%
	Moderate	10%
	Weak	40%
SDG 11 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
11.2	20%	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
11.5	40%	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water related disasters, with a focus on protecting the poor and people in vulnerable situations
11.7	20%	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
11.8	20%	Broaden and strengthen the participation of developing countries in the institutions of global governance

**Overall Assessment of
UNITAR Contribution**

Moderate. Five of UNITAR’s results areas were aligned to SDG 11 for Sustainable Cities and Communities, accounting for 5 per cent of all programming. Four of these result areas were achieved while one was not measured. The results areas aligned to SDG 11 accounted for 1,404 learning beneficiaries and 400 other beneficiaries. Additionally, maps, reports and datasets were produced. Two of the achieved result areas were assessed with a strong link to the SDG indicator for target 11.5, however. Four of the achieved results are assessed with weak links to 11.7, and 11.8 while one achieved result was assessed with a moderate link to target 11.2. The achieved result areas focused on **strengthening the capacity among local authorities/actors on urban services and sustainable development related topics, collaborative leadership and to further promote Tsunami based DRR for women in the Pacific SIDS**. Moreover, the non-learning related result area focused on improved access to information and data in fields related to peace, security, humanitarian and socioeconomic development. The overall contribution that UNITAR made to helping Member States achieve Goal 11 is assessed as moderate, however, when considering overall programme performance and SDG indicator alignment.





SDG 12 Responsible Consumption and Production

SDG 12 focuses on ensuring sustainable consumption and protection patterns.

Number of results areas	7 out of 87	
Proportion to total programme results areas	8%	
Number of results areas achieved	6	
Number of learning beneficiary outputs	379	
Number of other beneficiary outputs	59,711	
Assessment of results area link to SDG indicator	Strong	72%
	Moderate	14%
	Weak	14%
SDG 12 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
12.2	14%	By 2030, achieve the sustainable management and efficient use of natural resources
12.4	86%	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

Overall Assessment of UNITAR Contribution

Moderate to Strong. SDG 12 accounts for 7 per cent of the UNITAR result areas with six of the seven results areas achieving the outcome target. UNITAR trained 379 learning-related beneficiaries under programming aligned with SDG 12, in addition to another 59,711 non-learning-related beneficiaries. A large portion of the beneficiaries were trained through the **CIFAL's sustainable development activities**. In addition to the CIFAL-related programming, the UNITAR Programme on Chemicals and Waste Management produced 1,938 beneficiaries as part of the IOMC Toolbox project. Moreover, UNITAR trained 379 learning-related beneficiaries trained on **chemicals and waste and nanotechnology**, which are moderately aligned with the SDG indicator in target 12.4. The contribution that UNITAR made to helping Member States achieve Goal 8 is assessed as moderate to strong when considering overall programme and SDG indicator alignment.





SDG 13 Climate Action

SDG 13 focuses on taking urgent action to combat climate change and its impacts.

Number of results areas	8 out of 87	
Proportion to total programme results areas	9%	
Number of results areas achieved	6	
Number of learning beneficiary outputs	81,195	
Number of other beneficiary outputs	Climate change assessments, satellite image requests, technical advice and grants	
Assessment of results area link to SDG indicator	Strong	75%
	Moderate	12,5%
	Weak	12,5%
SDG 13 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
13.1	12%	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13.2	25%	Integrate climate change measures into national policies, strategies and planning
13.3	38%	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
13.3b	25%	Promote mechanism for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

Overall Assessment of UNITAR Contribution

Strong. Eight of UNITAR’s result areas are aligned to SDG 13 for Climate Action. While 6 per cent of all programming may seem small, 42 per cent of UNITAR beneficiaries were associated with programming aligned to SDG 13, namely 81,195 beneficiaries. **The UN CC:Learn e-courses on climate change** account for the majority of these beneficiaries, while 1,195 of the beneficiaries partook in the **National Adaptation Plan-related activities and the use of satellite derived mapping and GIS for disaster risk reduction, emergency response and territorial planning and monitoring and GIS to enhance resilience to climate change in Pacific Island Countries**. Both result areas surpassed the target of planned beneficiary output as well as the other beneficiary output for the country-level climate change goals. All of the result areas were assessed with a strong link to the SDG indicators in 13.1, 13.2 and 13.3b while the contribution to 13.3 is considered moderate to weak. The contribution that UNITAR made to helping Member States achieve Goal 13 is assessed as strong when considering overall programme performance and SDG indicator alignment.





SDG 14 Life Below Water

SDG 14 focuses on Conserving and sustainably use of the oceans, seas and marine resources for sustainable development

Number of results areas	1 out of 87	
Proportion to total programme results areas	1%	
Number of results areas achieved	0	
Number of learning beneficiary outputs	100	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	0%
	Weak	100%
SDG 14 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
14.2	50%	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
14.a	50%	Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

Overall Assessment of UNITAR Contribution

Weak. One of UNITAR's result areas is aligned to SDG 14 for Life Below Water. The result was not measured. One hundred beneficiaries were trained on **strengthened capacities of governments to address the multiple challenges in the marine sector**. The result area was assessed with a weak link to the SDG indicators in 14.2 and 14.a. The contribution that UNITAR made to helping Member States achieve Goal 13 is assessed as weak when considering overall programme performance and SDG indicator alignment.





SDG 16 Peace, Justice and Strong Institutions

SDG 16 focuses on promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

Number of results areas	41 out of 87	
Proportion to total programme results areas	47%	
Number of results areas achieved	34	
Number of learning beneficiary outputs	26,354	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	10%
	Moderate	5%
	Weak	85%
SDG 16 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
16.1	3%	Significantly reduce all forms of violence and related death rates everywhere
16.3	6%	Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.5	3%	Substantially reduce corruption and bribery in all their forms
16.6	8%	Develop effective, accountable and transparent institutions at all levels
16.8	40%	Broaden and strengthen the participation of developing countries in the institutions of global governance
16.a	40%	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

**Overall Assessment of
UNITAR Contribution**

Moderate. SDG 16 accounts for 37 per cent of the total programme results areas, with 34 of the outcomes achieved within 10 per cent from the target. A large portion of learning-related beneficiaries were trained on topics with SDG 16 as a primary link, reaching 26,364 individuals. This makes up almost 14 per cent of all beneficiaries in 2018-2019.

Most of the results areas are aligned to targets 16.8 and 16.a, although 85 per cent of the areas were assessed as weakly aligned with the related SDG indicator, 10 per cent strongly linked and 5 per cent moderately linked. Of the results areas strongly linked to the SDG target indicator, the topics focus on **increased capacity to further develop the human resource abilities of mid-senior level Afghan public servants, increased capacity to further develop resource abilities of representatives from the public sector and civil society in South Sudan, strengthened knowledge and skills to fight against anti-corruption to promote sustained peace in Western and Northern Africa, improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues.** While some are mostly connected with Goal 16, they also align with targets 4.5, 4.7 and 5.2.

The contribution that UNITAR made to helping Member States achieve Goal 16 is assessed as moderate when considering overall programme performance and the large variation with SDG indicator alignment.





SDG 17 Partnerships for the Goals

SDG 17 focuses on strengthening the means of implementation and revitalizing the Global Partnership for Sustainable Development.

Number of results areas	6 out of 87	
Proportion to total programme results areas	7%	
Number of results areas achieved	5	
Number of learning beneficiary outputs	2,215	
Number of other beneficiary outputs	116	
Assessment of results area link to SDG indicator	Strong	16,5%
	Moderate	16,5%
	Weak	67%
SDG 17 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
17.4	16,5%	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external department of highly indebted poor countries to reduce debt distress
17.9	16,5%	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
17.14	16,5%	Enhance policy coherence for sustainable development
17.17	33%	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
17.19	16,5%	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

<p>Overall Assessment of UNITAR Contribution</p>	<p>Weak to moderate. Six of UNITAR’s result areas are aligned with SDG 17, accounting for 6 per cent of all programming. Only five of the result areas achieved the target result. One result area which focused on public-private partnerships for sustainable development was not measured. Results focused on poverty reduction, debt management and prudent financial management, governance and anti-corruption, mainstreaming SDGs into national development planning and strategies and promote policy coherence along the national policy cycle, setting up inclusive review systems and use statistics relevant to the 2030 Agenda, strengthening leadership capacities to inform voluntary national reviews and the follow-up process and building capacity of the Member States and general public awareness of the 2030 Agenda and SDGs as aligned to 17.4 and 17.9. About 2,215 learning beneficiaries were trained in activities related to SDG 17 and 116 partaking in non-learning-related activities. The link to the SDG targets indicator was assessed as weak to strong. The contribution that UNITAR made to helping Member States achieve Goal 17 is assessed as weak to moderate when considering overall programme performance and variations with SDG indicator alignment.</p>
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Other SDGs

46. The previous section focused only on the assessment of UNITAR programming with primary alignment to the 17 SDGs. While UNITAR’s programming may contribute to some degree to multiple SDGs, 3 of the 17 SDGs were not reported to have a primary alignment to UNITAR programming. These 3 SDGs are 1, 9 and 15 in comparison to 6 SDGs in 2016-2017 which were 1-3, 7, 9 and 14.



47. For future programme performance reporting, it will be important to refine the methodology used to assess UNITAR’s contribution to helping Member States achieve the SDGs. A refined methodology should be informed by the approaches other organizations are using to assess performance. A refined approach should also include some discussion on how well UNITAR is contributing to helping Member States achieve the Goals in the context of 2030 Agenda’s overarching principles of reaching the furthest behind first and leaving no-one behind, as well as discussion on the interconnected nature of the Agenda and the role that UNITAR programming may contribute to Member States achieving secondary Goals and targets.

Focus on Leave No One Behind

1. For the first reporting cycle UNITAR included reporting on attention to LNOB. 32 out of 87 result areas or 37 per cent include a focus on no one left behind, including special attention or priority given to diverse groups such as indigenous people, women, youth, participants from special situation countries, persons with restricted mobility, representatives from minorities, forcibly displaced populations, different ethnicity, age, social class etc. Most of those result areas are under SO 1 (16 results), SO 5 (9 results) and SO 2 (7 results).
2. Under **SO 1**, activities included discussions on most vulnerable / marginalized groups - particularly in conflict situations as part of the training programme. 2018 and 2019 agendas focused particularly on: children and youth; refugees, internally displaced persons and migrants. Methodologies were also designed as being inclusive in order to meet the needs of a diverse population. The training of Legislatures and Speakers of County Assemblies were focused on the ways to empower the most marginalized groups (e.g. women and girls, rural dwellers, ethnic minorities, and people with disabilities among others) and the importance of giving them a greater voice in decision-making processes. Other activities considered the 'Leave no One Behind' principle generally and plan to make it even more prominent by conducting specific webinars in each of its programmes to address how to 'Leave no One Behind' relates specifically to education, and how it shall be fostered. Moreover, specific attention was paid to select candidates from different backgrounds, geographical areas, with half of the seats reserved for female candidates
3. Under **SO 2**, all courses have had a gender perspective in programming and implementation. Specific courses on women empowerment, women leadership and women negotiation, were included in a series of courses. Special attention was paid to the equal participation of women and men on both the beneficiary side and the expert/resource person side. During 2019 programming achieved an increased participation of women. Additionally, a specific series on the rights of indigenous people was developed in conjunction with the forum of indigenous people and the permanent mission of Ecuador.
4. Under **SO 5**, programming included geographical areas that are fragile or vulnerable to natural disasters. Trainings were delivered to national stakeholders in the Asia Pacific region and Horn of Africa region on GIT applications and solutions. Out of the ten countries where technical trainings were conducted, seven were LDCs (Laos, Cambodia, Djibouti, Ethiopia, South Sudan, Sudan, Uganda). An additional training aimed at empowering women in the area of GIT trained 48 women. Small island developing states (SIDS) are on the frontline of the impacts of climate change. The CommonSensing project uses satellite remote sensing to support the Governments of Fiji, the Solomon Islands, and Vanuatu to build their resilience to climate change. The programme specifically targeted women's leadership and empowerment in Disaster Risk Reduction in the Pacific SIDS countries so that they will gain the knowledge and skill to support socially vulnerable populations in disaster response and preparedness development. Moreover, under the 2030 Agenda Programming, two of the packages have dedicated modules on focusing on the implications of LNOB for policies, programming and competences of civil servants. In one event the participants' gender included 45 per cent male participants, 54 female participants and 1 per cent other. Most participants come from the African continent (35 per cent) followed by Asia and the Pacific (21 per cent), Europe (20 per cent) and Latin America and the Caribbean (16 per cent) and North America and Middle East (together 8 per cent). Moreover, most of participants come from non-state sectors such as NGOs, Academia and the private sector (46 per cent), International Organizations (22 per cent), Government (21 per cent) or other sectors (11 per cent). Twenty-six per cent of participants come from countries in special situation, 45 per cent from other developing countries and 29 per cent from developed countries.

5. Gender breakdown

In 2018, participants from countries in special situations are mostly male. The gender breakdown of beneficiaries from countries in special situations (without counting peacekeeping training beneficiaries) is unbalanced, accounting for 67 per cent male and 32 per cent female participants (and 1 per cent other) while the breakdown of all participants is 56 to 43 and therefore slightly more positive. With peacekeeping training beneficiaries included the breakdown is even further unbalanced with 80 per cent (or 15,498) male and 16 per cent (or 3,017) female participants (and 4 per cent or 849 accounting for “other”).

6. Affiliation

In 2018, participants from countries in special situations mostly work for governments 64 per cent of learning beneficiaries from countries in special situations work for governments (versus 33 per cent for overall beneficiaries), 7 per cent for the United Nations and other international organizations (versus 7 per cent for overall beneficiaries), 23 per cent for non-state actors (versus 45 per cent for overall beneficiaries), and 6 per cent for other sectors (versus 15 per cent for overall beneficiaries). This is largely due to the fact that military and police being trained in the area of peace are counted as government officials.

7. Certification

More than half of UNITAR’s certificates in 2018 are awarded to participants from countries in special situations. UNITAR issued a total of 32,651 certificates of participation and completion for 2018 learning related events of which 15,573 or 54% were awarded to beneficiaries from countries in special situations. While the total number of certificates is very positive, the number of certificates of completion amounts to only 19 per cent of the certificates issued to beneficiaries from countries in special situations (compared to the overall where 54 per cent received a certificate of completion).

8. UNITAR pillars: Peace and Planet account for 88 per cent of participants from countries in special Situations

88 per cent of 2018 beneficiaries from countries in special situations fall under Peace and Planet pillars of UNITAR programming. Under the Peace Pillar, 50 per cent of all beneficiaries are from this grouping of countries, meaning that every second beneficiary comes from a country in special situation. Despite smaller overall numbers, 40 per cent of the participants falling under Prosperity and 38 per cent from Cross-fertilization are from countries in special situations. Only 18 per cent of participants falling under Planet are from countries in special situations.

9. Nationalities: UNITAR mostly reached participants from countries in special situations from the African continent

Close to half (46 per cent) of 2018 learners coming from countries in special situations come from Rwanda. The top 5, far behind Rwanda, are followed by Burkina Faso (5 per cent), Benin (3 per cent), Nepal (2.8 per cent) and Bangladesh (2 per cent). Other countries with more than 200 learners each include Dominican Republic, Uganda, Ethiopia, Niger, Zambia, Haiti, Afghanistan, Bolivia, Zimbabwe, Togo, and Tanzania.

Similarly, in 2019 most learners from countries in special situations also come from Rwanda, followed by Uganda, Niger, Chad and Bolivia. Other countries with more than 200 learners each include Ethiopia, Republic of Guinea, Nepal, Bangladesh, Togo, Tanzania, Burkina Faso, Mali, Benin, Zambia, Zimbabwe, Somalia, Haiti, Dominican Republic, Republic of the Congo, Paraguay, Fiji, Senegal, Mozambique, Afghanistan, Myanmar, Malawi, Madagascar, Sudan and South Sudan.

10. Comparison with previous year: higher absolute numbers but lower proportion

To compare with the previous year (2017), 18,346 participants were from countries in special situations in 2018. Despite a slight increase, given the overall increase of UNITAR beneficiaries, UNITAR’s rate of participants from countries in special situations has decreased

from 49 per cent to 32 per cent of all learning beneficiaries. Overall, the certification rate of participants from countries in special situations improved greatly from 21 per cent to 54 per cent (2017: only 1,324 certificates of participation or 7 per cent and 2,476 certificates of completion or 13 per cent). The gender ratio slightly improved (2017: 89 per cent male, 10 per cent female and less than 1 per cent other). In 2017, 74 per cent of learners came from Zambia and the top five consisted of Chad, Haiti, Ethiopia and Nepal.

11. High application of knowledge and skills

The application rate of learning related learners from countries in special situations is 85 per cent in 2018 and higher than the overall average of 82 per cent. Similarly, in 2019, the application rate of learners from countries in special situations is also 85 per cent while the overall average is 83 per cent.



Performance Challenges and Lessons to be Learned

12. Programme and functional divisions identified various performance challenges and lessons to be learned, some of which were reflected in the previous performance reporting exercise. Although not exhaustive, performance challenges explain non-achievement or under-achievement of planned results and include external and internal factors related to the contextual environment in which UNITAR operates.

Challenges

13. External factors include:

- The delay, decrease or withdrawal of committed donor funding, or the failure to mobilize pledged or anticipated donor funding for projects;
- The lack of political host country buy in to the donor initiative led to the project being cancelled by the donor and undermined UNITAR engagement. Political support is needed to be secured in advance of project activities commencing; and
- The delay in project delivery by implementing partners funded through grant arrangements.

14. Internal factors include:

- **Partnerships:** Coordination between implementing partners has proven challenging and there is a need to strengthen relationship with partners and other relevant stakeholders. Collaborations come with both opportunities and challenges. Working with organizations or companies outside of the UN requires longer time of preparation on both sides. Learning from the experience, one Division has developed several templates that can not only make it easier for third-party to understand the rules and the procedure of the UN, but also, to expedite the process.
- **Human resource-related challenges**, including the limited size of the UNITAR workforce and continued reliance on and frequent turn-over of personnel such as interns, trainees and collaborators requiring time and effort to identify, 'on-board' and supervise; limited staff knowledge on applicable procurement and financial rules, regulations and procedures, as well as how to read and handle financial information; various key professional staff carrying out multiple functions simultaneously without the needed back-up staff for absences; staff slowly adapting to new systems, guidelines and approaches e.g. regularly confirming beneficiary outputs or delayed programme reporting; applying quality assurance guidelines or following up on recommendations, or meeting deadlines to enable functional divisions to provide required services on-time; and a maturing culture for engaging in organizational learning through knowledge management tools and social media;
- **Administrative and finance-related factors**, for example managing a large number of donors with varying financial and narrative reporting modalities, requiring greater allocation of human resources to address matters than would normally be necessary; limited access to activity funds for the functional/support divisions, given financial constraints for Management to operate within the programme support budget based on cash availability; the excessively fragmented number of project accounts creating administrative and financial inefficiencies with a high volume of allotment transactions, reporting and other processing requirements;

- **Organization-related factors**, for example IT upgrading and migration to new platforms, such as the project tracking tool, EMS, requiring additional testing to ensure accuracy in the reporting of events and beneficiaries; additional tasks/responsibilities placed on some divisions as the result of post vacancies, such as the review and clearance of a large number of partnership agreements processed by the Finance and Budget and the Partnership and Resource Mobilization units;
- **Programme planning-related factors**, such as seizing non-programmed project opportunities or requirements which produced or contributed to producing, directly or indirectly, non- or under-achievement of planned results; and specifying overly ambitious indicators or performance measures at the outcome or output levels, which may have prevented some of the expected results or planned outputs from having been achieved;
- **Project specific factors**, including the size, scale and duration of most projects which may inhibit or render difficult the measurement and evaluation of results beyond Level 1 and to the level of impact; further customization of training content and material to address specific audiences;
- **Challenges maintaining quality and relevance** in some areas of training, given the need to ensure regular updates to keep objectives, contents and methods both relevant to learner needs and reflective of the rapidly evolving training and development industry. Some areas once considered innovative (e.g. nanotechnology) have been either scaled back or curtailed due to lack of interest.

Lessons to be Learned

15. As with the previous biennia, UNITAR management has identified several important lessons to be learned, including the need to ensure that:

- Conducting training in **local languages**, where possible (for example, in Kinyarwanda, Arabic, and Swahili), has proven very useful for ensuring comprehension among enlisted soldiers, whose fluency in English/French and literacy levels are often a challenge.
- Particular emphasis has been put on re-structuring the training content, injecting new methodology, and **mainstreaming gender across all training materials**.
- To encourage participants **commitment** is key to have clear channels of communication and continue **follow up**. To generate greater commitment throughout the process is important to involve the managers of the participant institutions.
- **Multi-sectoral collaboration** is key for systematically tackling the challenges faced to implement sustainable energy in displacement settings at scale. Learned that convening sectors through innovative workshop series is a proven way to overcome our challenges and attract more investment in the issue.
- The **establishment of a close relation with the applicants**, upon their declaration of interest to participate in the self-paced e-learning courses, resulted in a significant **increase of enrolments**. One of the likely reasons for this, is that applicants realize that they have a support net in the team, even if these courses are self-led in nature.
- While a **scholarship** offers some level of financial support, which is fundamental to students, this is **not enough motivation** when they face particularly challenging financial difficulties. There were follow-up and support mechanisms available in place but they were not sufficient to tackle the difficulties that three students faced. To address and provide a clear picture of the academic demands of the programme already at the application phase can potentially help curb this pattern, since students can make a clear assessment on whether they will be able to follow the programme.

- Although the General Assembly takes place every year, the cohort of delegates, and the Member States' political situations can change drastically. UNITAR New York has previously developed a strong acumen in the sector of UN education. However, by talking and connecting to delegates and ambassadors on a daily basis, we realized that delegates from FOSS and LDC not only **require a comprehensive break-down** (or refreshment, in some cases) of the UN framework, most importantly, the trainings need to be done in an efficient and intensive manner - especially given the busy schedule of delegates.
- **Seminar-style training** has always been the most-used and the most conventional style of training for UNITAR. However, years of field practice made us realize that sometimes, seminar is not always the most effective measure. One of the biggest downsides of the seminar-style trainings is its lack of Evidence-based evaluation. In other words, it is difficult for us to see how much the participants have benefit from the training while we were carrying out the trainings. Thus, management upgraded the training methods and added more interactive activities such as simulations, on-site writing trainings, small-group seminars, to name a few. Management saw an obvious increase in delegates' interests and attention, and by the end of the trainings, management was certain that the majority of the delegates have equipped themselves with practical skills.
- Useful to base workshops on new activities, such as new work that OECD has completed, the Basel Convention initiating discussions on including waste containing nanomaterials and the WHO guidelines on workplace safety. This helps the workshops **go beyond basic/generic awareness raising**. It also served as a unique opportunity to engage with specific health sector colleagues
- **Communities of Practice**, ought to be further administered following all of the trainings, as the CoPs that did materialize after the trainings appeared to be of great benefit to the participants, especially in the form of Facebook groups.
- **Regional workshops** proved a useful format for piloting approaches and promoting the sharing of knowledge. At this stage, there is a growing interest from countries in more advanced approaches to integrated strategic planning. National pilots may be a more appropriate format for this work. They can be complemented by regional events organized on specific technical subjects or for rolling out the tested approaches. E-learning can then help train higher number of civil servants and other actors to roll out the piloted methodologies and help build more technical skills. Partnerships with relevant UN agencies are crucial in this to avoid duplication and promote synergies and resource efficiency. Work with SIDS have shown that there are opportunities for higher impact activities as workshop participants are often core staff in their Ministries and have significant influence over decision-making.
- **Working with third parties** turned out to be extremely helpful and fruitful because this type of collaboration enabled us to bring experts on different SDG into the UN. The combination of field experience with policy makers benefitted all of us by shortening the distance between reality, and a sustainable future.









Annex I: Programme Performance by Strategic Objective

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 1.1

SO1. Promote peace and just and inclusive societies	1.1 Support institutions and individuals to contribute meaningfully to sustainable peace
<p>Sustaining peace entails a broad range of activities aimed at preventing the outbreak, continuation, escalation and recurrence of violent conflict. This sub-objective will focus on supporting institutions and individuals, including those who tend to experience marginalization, such as indigenous peoples, women, youth and others, to contribute meaningfully to sustainable peace by increasing capacities of stakeholders at different levels to prevent and resolve violent conflicts, restore the rule of law, and build lasting peace. This will entail strengthening capacities to effectively support social integration and peaceful coexistence; to address root causes of conflict and negotiate and mediate mutual beneficial and lasting solutions; and to establish legal and regulatory frameworks on access to information, public participation in decision making, and access to justice.</p>	

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Peacemaking and Conflict Prevention Programme (PMCP)	(a)	Strengthened knowledge and skills of mid and senior level diplomats, as well as United Nations and regional organization staff in the fields of conflict analysis, negotiation and mediation	(i) Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	75 per cent	97 per cent		Training delivered to 78 fellows responsible for the prevention and resolution of conflict through organization of a fellowship programmes in peace-making and preventive diplomacy.	78	76			16
PMCP	(b)	Strengthened knowledge and skills of mid and senior level African and Asian/Pacific government officials, regional organization staff and UN peace operations staff in	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and peace-making	75 per cent	96 per cent		Training delivered to 60 officials through the implementation of two regional training programmes to enhance conflict prevention and peace-making.	60	96			16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
		conflict analysis, and peace-making										
PMCP	(c)	Enhanced knowledge and skills of indigenous peoples' representatives in conflict analysis and negotiation	(i) Percentage of trained representatives who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	75 per cent	93 per cent	●	Training delivered to 60 indigenous peoples' representatives through the implementation of a training programme at the international or regional level.	60	56	●	★	4
PMCP	(d)	Enhanced knowledge/experience-sharing of indigenous representatives in human rights and negotiation	(i) Number of indigenous graduates serving as resource persons in the training programme	4	4	●	Training sessions delivered by four former fellows/participants to indigenous representatives in human rights and negotiation.	4	4	●	★	16
PMCP	(e)	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations	(i) Percentage of high-level participants from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	90 per cent	94 per cent	●	Knowledge-sharing facilitated for 100 SRSGs and other and senior staff through the organization of two high-level seminars.	100	121	●	NA	16
PMCP	(f)	Strengthened knowledge and skills of African women change agents in conflict analysis, negotiation and mediation ♀	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	75 per cent	94 per cent	●	Training delivered to 30 women change agents in Africa through the implementation of one training programme for women peacemakers in Africa.	30	33	●	★	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
PMCP	(g)	Preventive approaches to deal with African peace and security challenges identified and shared with mid and senior level participants on the continent	(i) Number of approaches identified and shared	5	5	●	Experience and knowledge sharing dialogue among four mid and senior peacemakers in Africa	4	4	●	NA	16
Peacekeeping Training Programme (PTP)	(h)	Advanced shared understanding among the African commissioned and non-commissioned officers of the basic principles, guidelines and policies that allow peacekeeping operations to function effectively in a coherent manner (ACOTA)	(i) Percentage of commissioned officers fully or mostly meeting the learning objectives at the end of the training session	60 per cent	85 per cent	●	Training delivered to 50 trainers Training delivered to 525 commissioned officers in a two-day training session	575	1,120	●	NA	16
			(ii) Percentage of non-commissioned officers fully or mostly meeting the learning objectives at the end of the training session	60 per cent	80 per cent	●	Training delivered to 11,250 non-commissioned officers in a two-day training session 15 UN CPTM training integrators deployed	11,250	15,778	●	NA	
PTP	(i)	Strengthened knowledge, skills, attitudes and behaviours of instructors (male and female) from PCCs already participating in the project on the design, delivery and evaluation of pre-deployment training	(i) Percentage of participants meeting the completion requirements of the training of trainers	80 per cent	92 per cent	●	50 instructors from PCCs complete the 2-week training of trainers focusing on theoretical dimensions 50 instructors from PCCs complete the eight-week training of trainers focus on practical dimensions	50	78	●	NA	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
		(ii) Percentage of participants attending the training sessions delivered by the newly trained trainers rating the delivery as fully or mostly satisfactory	80 per cent	NA	●						
PTP	(j) Strengthened knowledge, skills, attitudes and behaviours of members of policy units from the Liptako-Gourma region on their potential role in supporting regional and international stabilization efforts in Mali	(i) Percentage of participants meeting the completion requirements of the training sessions	80 per cent	95 per cent	●	Theoretical training delivered to 280 members of PUs Practical training delivered to 280 members of PUs	280	254	●	NA	16
PTP	(k) Strengthened commitment of representatives from countries participating in the project to support greater inclusion of female elements into FPU/Pus ♀	(i) Percentage of participants participating in high-level meeting endorsing the outcome document	80 per cent	100 per cent	●	35 representatives from Ministries of Defence, Ministries of Interior or equivalent attending high-level meeting	35	69	●	NA	16
PTP	(l) Strengthened knowledge, skills, behaviours and attitudes of permanent and/or temporary instructors employed by EMPABB on the design, delivery and evaluation of training of trainers	(i) Percentage of participants meeting completion requirements	80 per cent	95 per cent	●	20 instructors familiarized with the adapted training modules (theoretical dimension) 20 instructors familiarized with the adapted training modules (practical dimension)	20	22	●	NA	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
		(ii) Percentage of participants attending the training sessions delivered by EMPABB instructors rating the delivery as fully or mostly satisfactory	80 per cent	98 per cent	●						
PTP	(m) Enhanced understanding among African countries nominated to be part (incoming Members) to being part (sitting Members) of the United Nations Security Council of peace and security issues relevant at the regional levels and how to be best advanced in those issues in the Security Council	(i) Percentage of representatives from incoming and sitting African countries, members of the UN Security Council, participating in the High-level Seminar on Peace and Security, endorsing the Final Report every year.	80 per cent	100 per cent	●	140 representatives of African countries attending High-level seminar	140	142	●	★	16
PTP	(n) Enhanced understanding of experts of the African Union Peace and Security Council and its subsidiary bodies in relation to the mechanism and procedures regulating the functioning of the AUPS	(i) Percentage of beneficiaries attending the retreat affirming having met the completion requirements of the activity	75 per cent	100 per cent	●	20 experts of the African Union Peace and Security Council and subsidiary bodies attending the 4-day retreat	20	34	●	NA	16
PTP	(o) Enhanced knowledge and skills of educators, psychologists, and social workers to work with families in the thematic areas	(i) Percentage of participants meeting completion requirements of the training session	80 per cent	100 per cent	●	Training delivered to 16 participants	16	31	●	★	16











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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	of reconciliation, resilience, and conflict prevention										
PTP	(p) Enhanced knowledge and skills of teachers and other multipliers in the education sector to guide a training process for their colleagues based on storytelling elements and historical memory building	(i) Percentage of participants meeting completion requirements of the training course	80 per cent	100 per cent	●	Training delivered to 12 participants	12	24	●	★	16
PTP	(q) Enhanced knowledge and skills of university students and community young leaders on a do no harm approach, non-discrimination and social inclusion	(i) Percentage of participants meeting completion requirements of the training module	80 per cent	100 per cent	●	Training delivered to 12 participants	12	27	●	★	16
PTP	(r) Increased awareness of the importance of reconciliation within and among communities	(i) Percentage of participants meeting completion requirements of the workshops	80 per cent	100 per cent	●	Training delivered to 16 participants	16	19	●	★	16
PTP	(s) Strengthened awareness of international organizations and nongovernmental organizations in conflict and post-conflict environments on how to manage	(i) Percentage of participants meeting completion requirements	80 per cent	90 per cent	●	200 representatives of international organizations and nongovernmental organizations in conflict and post-conflict environments successfully meet	200	320	●	★	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	energy production and consumption in a sustainable manner.					the completion requirements of the awareness raising initiatives.					
PTP	(t) Strengthened commitment of high-level representatives from Ministry of Armed Forces (MoAF) to fully adhere to international standards in international humanitarian law, protection of civilians and human rights	(i) Percentage of participants meeting completion requirements	80 per cent	NM	●	35 representatives from MoAF attend the high-level event organized at the beginning of the project	35	0	●	NA	16
PTP	(u) Strengthened knowledge, skills, attitudes and behaviours of instructors from Malian armed forces on the design, delivery and evaluation of training in the area of international humanitarian law, protection of civilians and human rights	(i) Percentage of participants meeting completion requirements of the training of trainers	80 per cent	85 per cent	●	Training delivered to 60 instructors	60	60	●	NA	16
		(ii) Percentage of trained trainers using the learning reinforcement tools and set of training guidelines	50 per cent	67 per cent	●	Learning reinforcement tool and training guidelines developed	1	1	●	NA	
PTP	(v) Strengthened knowledge and skills of Women Advisory Board (WAB-2) members in support of the	(i) Percentage of participants attending the programme meeting completion requirements	80 per cent	NM	●	12 members of WAB-2 attending programme (seven training sessions)	12	NM	●	NA	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	Syrian peace process										
PTP	(w) Increased capacities of FemWise-Africa to take strategic and operational decisions to fulfil its mandate 	(i) Number of regional hubs that commit to implement the goals set out in the FemWise operational and strategic framework	8	NA		1 operational and strategic framework document endorsed by FemWise Africa Secretariat 1 evaluation framework measuring the evolution and improvement of institutional capacity put in place in the framework of the project	1	NA		NA	16
PTP	(x) Increased capacities of FemWise-Africa to span and operate across the African continent 	(i) Number of operational FemWise regional hubs effectively serving FemWise members	8	N/A		8 operational regional FemWise–Africa hubs established	8	NA		NA	16
		(ii) Number of operational and fully staffed FemWise Secretariat effectively serving FemWise members	1	N/A		1 fully staffed and operational FemWise Secretariat	1	NA			
		(iii) Number of virtual platforms set up as functional tools in support of all technical and thematic working areas of FemWise-Africa	8	N/A		1 operational language responsive virtual platform developed	1	NA			

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
		(iv) Percentage of participants testing the virtual platform confirming its usability	80 per cent	N/A							
PTP	(y)	Common understanding of key concepts and skills related to conflict and post conflict theory and practice created through self-paced e-Learning courses	75 per cent	92 per cent		Training delivered online to 1,500 beneficiaries	1,500	16,985			16
PTP	(z)	Strengthened knowledge and skills of personnel working in conflict and post conflict environments to effectively implement complex mandates through the provision of partial scholarships to attend the Master in Conflictology	80 per cent	90 per cent		Masters level education delivered to 10 scholarship recipients	10	7			16
PTP	(aa)	Strengthened knowledge and skills of the League of Arab States (LAS) Taskforce staff in the areas of crisis response and deployment	75 per cent	100 per cent		Training delivered to 30 members of the LAS Taskforce	30	21		NA	16
PTP	(bb)	Strengthened skills of members and staff of the Kenyan Parliament in key areas	75 per cent	100 per cent		Training delivered to 40 members and staff of the Kenyan Parliament	40	140			16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
PTP	(cc)	Strengthened skills of young professionals to constructively engage in legislative affairs and in local and national leadership	(i) Percentage of participants attending the programme meeting the completion requirements	75 per cent	NA	●	Training delivered to 30 young professionals	30	0	●	NA	16
Hiroshima Office (HO)	(dd)	Increased capacity to further develop the human resource abilities of mid-senior level Afghan public servants	(i) Increased number of UNITAR Fellowship for Afghanistan alumni progressing to roles of Coach, Mentor and ultimately Resource Person	Alumni progression: - Fellow to Coach: 10 - Coach to Afghan Resource Person (ARP): 5 - ARP to Mentor: 3	Alumni progression: - Fellow to Coach: 4 - Coach to Afghan Resource Person (ARP): 1 - ARP to Mentor: 1	●	Training delivered to 40 members and staff of the Kenyan Parliament	40	32	●	NA	16
HO	(ee)	Increased capacity to further develop resource abilities of representatives from the public sector and civil society in South Sudan	(i) Percentage of participants fully meeting learning objectives at the end of the training	90 per cent	93 per cent	●	Training delivered to 30 young professionals	40	40	●	★	16
HO	(ff)	Strengthened knowledge and skills to fight against anti-corruption to promote sustained peace in Western and Northern Africa	(i) Percentage of participants fully meeting learning objectives at the end of the training	90 per cent	92 per cent	●	Training delivered to 60 Fellows (30 per year) (inter-alia Needs Assessment; Project Planning and Implementation; and Leadership); 10 Coaches (5 per year) (Coaching and Mentoring); and 5 ARPs	40	31	●	NA	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
						(Advanced Mentoring and Social Entrepreneurship) from Government and Civil Society of Afghanistan in 3 workshops - two in Kabul, and one in Hiroshima						
HO	(gg)	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation	(ii) Percentage of participants fully meeting learning objectives at the end of the training	90 per cent	83 per cent	●	Training delivered to 30 participants (at least 15 per year) (inter-alia Current state of the Nuclear Debate; Nuclear Issues; Negotiation; Change Management) in Hiroshima.	30	50	●	NA	16
HO	(hh)	Increased capacity to further develop resource abilities of representatives from the public sector and civil society in Iraq	(i) Percentage of participants fully meeting learning objectives at the end of the training	90 per cent	90 per cent	●	Training delivered to 40 Fellows (at least 20 per year) (inter-alia Needs Assessment, Project Planning and Implementation; Social Entrepreneurship; and Leadership); and 4 Coaches (Coaching and Mentoring) from Government and Civil Society of Iraq in 4 workshops - two in Baghdad, one in an alternate international	40	40	●	★	16

Programme Performance Report 2018-2019

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
						location, and one in Hiroshima						
Multilateral Diplomacy Programme (MDP)	(ii)	Enhanced knowledge of government officials of the international legal regimes that States must comply with to better formulate national policies and laws required for the realization of sustainable development.	(i) Percentage of stakeholders who participate in learning events agreeing or strongly agreeing that their awareness of the subject matter has increased	75 per cent	94 per cent	●	Training delivered to 100 stakeholders in international law	100	154	●	NA	16

Unplanned programming and results:

The following unplanned programming and results were achieved:

- For programmatic purposes, three instead of two Regional Training Programme for Africa were organized in this biennium.
- In addition to planned PDT activities, two additional Training of Trainers (ToT) were held in Togo and Rwanda (2018), as well as a blended ToT/PDT in Benin (2019) following a request for support from the TCC.
- Working through partners, we were able to implement a webinar series which was valued by the project network and proved to be a successful way to share knowledge and raise awareness on sustainable energy project planning and management for conflict settings.
- In consultation with the partner, the high-level event was replaced by an official presentation of the project to officials from MOD of Mali.
- The number of participants clearly went beyond the target. This resulted in some challenges in terms of organisation, but the team was successful in enrolling participants and making available/delivering the E-learning courses.
- Most of the scholarship recipients were successful in their studies but there were 3 students that faced additional financial challenges required to obtain the degree.
- In addition to the activities originally defined in the LoA with UNDP, based on quality of performance and needs, UNDP and LAS requested an additional training session following the final (second) simulation. The LoA was therefore amended to include a 5-day Debriefing and lessons learned training.
- The initially planned project activities included the development and delivery of 4 training modules to benefit 40 Members and staff of Parliament, with at least 10 participants attending a training. However, the implemented project activities comprised the delivery of 7 training modules that benefitted 140 Members and staff of Parliament. Note: The additional 3 trainings for the Members and staff of Parliament were as a result of the cancelled trainings of the young Kenyan professionals.
- Activities for the young Kenyan professionals did not take place. Instead they were replaced with 3 additional trainings for the Members and staff of Parliament. This change was unexpected although it accounted for the politicization of the selection process of the young professionals who would participate in the training.

Assessment and Lessons-learned

Conducting PDT training in local languages, where possible (for example, in Kinyarwanda, Arabic, and Swahili), has proven very useful. Conducting evaluation beyond Level I continues to be a challenge that the PTP team is working on resolving. Particular emphasis has been put on re-structuring the training content, injecting new methodology, and mainstreaming gender across all training materials.

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Conducting PDT training and distributing materials in local languages, where possible (particularly in Kinyarwanda, Arabic and Swahili), has proven particularly useful for ensuring comprehension among enlisted soldiers, whose fluency in English/French and literacy levels are often a challenge. Training time constraints also continue to pose a challenge, as does evaluation.

The project was received very positively by Police Contributing Countries (PCC) and UN missions. Yet, several areas for improvement were identified, such as: improve coordination between implementing partners; further customization of training content; strengthen relationship with PCCs; and strengthen relationship with other relevant stakeholders. Many of these recommendations are currently under implementation.

In its 7th iteration, the High Level Seminar on Peace and Security in Africa continues to be an important platform for African countries to exchange views on different conflict situations and thematic issues related to peace and security on the continent, as well as on mechanisms to enhance cooperation and coordination. A formal evaluation is planned to take place in 2020 - prior to the renewal of the agreement.

Complementing the High Level Seminar, the meeting of the AU Peace and Security Council Committee of Experts is an important exchange and learning platform, highly appreciated by participants. A formal evaluation is planned to take place in 2020 - prior to the renewal of the agreement.

Participants suggested aspects to improve the project such as increasing training time.

Additional literature could be suggested to participants to support the training.

To encourage participants commitment is key to have clear channels of communication and continue follow up.

"To generate greater commitment throughout the process is important to involve the managers of the participant institutions "

Multi-sectoral collaboration is key for systematically tackling the challenges faced to implement sustainable energy in displacement settings at scale. Learned that convening sectors through innovative workshop series is a proven way to overcome our challenges and attract more investment in the issue.

The project was received very positively by the beneficiary. Yet, several areas for improvement were identified, such as: improve coordination between implementing partners; further customization of training content; strengthen relationship with MOD; and strengthen relationship with other relevant stakeholders. Many of these recommendations are currently under implementation.

(same as above)

have not been evaluated as they have not been held in the format of a learning event upon request by the donor, but rather just as a meeting/ exchange platform

all FemWise related objectives have not been achieved as the project has not received funding.

The establishment of a close relation with the applicants, upon their declaration of interest to participate in the self-paced e-learning courses, resulted in a significant increase of enrolments. One of the likely reasons for this, is that applicants realize that they have a support net in the OLE team, even if these courses are self-led in nature. For UNVs, concretely, the prospective webinar organised by UNITAR and the UNV teams (in December 2019) had a high attendance rate, resulting in very positive feedback, increased enrolments and a strengthen partnership between both institutions.

While a scholarship offers some level of financial support, which is fundamental to students, this is not enough motivation when they face particularly challenging financial difficulties. There were follow-up and support mechanisms available in place but they were not sufficient to tackle the difficulties that the (3) students faced. To address and provide a clear picture of the academic demands of the programme already at the application phase can potentially help curb this pattern, since students can make a clear assessment on whether they will be able to follow the programme.

All training events in Phase II of the project (2018/19) were custom-made for the LAS Task Force, and were rated with a high degree of satisfaction. Due to their work commitments with the LAS Secretariat, some participants were occasionally unable to obtain release from duties which would allow them to attend one of UNITAR's two-week-long training programmes. Similarly, others were re-assigned from to other departments and therefore no longer a part of the Task Force. A core group has, however, successfully completed the entire training package. Overall, all training events were rated with a high degree of satisfaction. Several lessons learned were identified at the end of the project. They mainly referred to: unpredictability of parliamentary activities; group dynamics; timekeeping; location as a barrier for learning; insufficient training time.

Special attention to “Leave no one behind”

The following measures were taken:

- Nominated individuals from LDCs invited with priority.
- Nominated individuals from LDCs as well as representatives from minorities and groups with persons with restricted mobility invited with priority.
- Agenda of the Seminar regularly entails discussions on most vulnerable / marginalized groups - particularly in conflict situations. 2018 and 2019 agendas focused particularly on: children and youth; refugees, internally displaced persons and migrants.

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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						<ul style="list-style-type: none"> • Special attention was given to create inclusive methodologies that meet the needs of a diverse population. The component reached population with different characteristics: ethnicity, age, social class, gender, disabilities, among others. • Yes, the project is focused on energy access for forcibly displaced populations. • The 'Leave no One Behind' principle is addressed and covered generally, but not yet in a systematic manner. The OLE team is committed to make it a core subject and priority in its self-paced e-Learning courses. • The 'Leave no One Behind' principle is addressed at several stages of the Master programme and during each module. The OLE team is committed to make it even more prominent by conducting specific webinars in each of its programmes to address how to 'Leave no One Behind' relates specifically to education, and how it shall be fostered. • The training of Legislatures and Speakers of County Assemblies were focused on the ways to empower the most marginalized groups (e.g. women and girls, rural dwellers, ethnic minorities, and people with disabilities among others) and the importance of giving them a greater voice in decision-making processes. • Nominated candidates came from all sectors. Specific attention was paid to select candidates from different backgrounds, geographical areas, with half of the seats reserved for female candidates 					
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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 2.1

SO2. People and social inclusion	2.1 Promote people’s well-being, including the protection and empowerment of groups that are vulnerable and marginalized
<p>Learning is crucial to promoting people’s well-being and social inclusion. It provides a lever for individuals to open doors; understand problems; find solutions; and participate in economic, social and political life. Unfortunately, many segments of society have been marginalized and made vulnerable, such as disabled persons, indigenous peoples, migrants, and internally displaced people and refugees. This sub-objective will focus broadly on developing people’s well-being, with emphasis on helping individuals acquire knowledge and skills to promote sustainable development. Learning and related programming focusing on entrepreneurial and productive capacities, on the development and implementation of migration policies and on education for sustainable development are some examples of activities.</p>	

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Social Development Programme (SDP)	(a)	Strengthened capacities of governments to address the multiple challenges and opportunities resulting from migration	(i) Percentage of government officials and other stakeholders trained meeting learning objectives	85 per cent	NM	●	Training delivered to 100 beneficiaries through 2 seminars on the humanitarian, social and economic aspects of migration	100	244	●	NA	10
SDP	(b)	Strengthened capacity of local and national officials to tackle road safety issues	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	85 per cent	92 per cent	●	Training delivered to 1200 beneficiaries through 12 workshops Engagement of 1800 participants in 4 learning conferences	3,000	3,902	●	NA	3

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
SDP	(c)	Increased stakeholder awareness on local public administration and city management	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	85 per cent	NM	●	Awareness raising delivered to 200 beneficiaries	200	NA	●	NA	11
SDP	(d)	Strengthened knowledge and skills for improved governance and decentralization in Rivers State, Nigeria	(i) Percentage of beneficiaries certified with Executive Master degree in Development Policies and Practices	80 per cent	NM	●	Training delivered to 15 senior State officials through an Executive Master degree programme on development policy and practice	15	0	●	NA	4
SDP	(e)	Strengthened understanding of public-private partnerships for sustainable development	(i) Percentage of forum participant respondents agreeing or strongly agreeing that understanding of subject matter has increased	85 per cent	NM	●	500 participants engaged in one public-private partnership forum 1 virtual repository of best practices developed and managed	500	116 (& 1 platform)	●	NA	17
SDP	(f)	Strengthened knowledge and/or skills among local authorities/actors on urban services and sustainable development related topics through online courses	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	85 per cent	80 per cent	●	Training delivered to 1500 beneficiaries through 22 online courses	1,500	1,092	●	NA	11
SDP	(g)	Increased expertise of WHO regional staff in dealing with nutrition and health related issues	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	85 per cent	87 per cent	●	Training delivered to 240 beneficiaries	240	320	●	NA	3
			(ii) Availability of a comprehensive online nutrition knowledge hub	1	1	●						

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
SDP	(h)	Enhanced capacity of government officials and stakeholders to design policies and programmes in line with the Convention on the Rights of Persons with Disabilities	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	85 per cent	NM	●	400 participants engaged in one conference Training delivered to 75 stakeholders through three workshops	475	0	○	NA	11
SDP	(i)	Strengthened capacities and skills of Nigerian youth for employability	(i) Percentage of youth employed in the oil, and gas sector within one year after completion of the 3-year engineering programme	70 per cent	NM	●	University education delivered to 15 students as part of a three-year engineering degree programme	15	7	●	NA	8
SDP	(j)	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics	(i) Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	85 per cent	90 per cent	●	Training and related services delivered to 18'000 beneficiaries on sustainable develop topics by the network of affiliated International Training Centres for Leaders and Authorities (CIFAL)	18,000	57,773	●	NA	12
SDP	(k)	Strengthened knowledge and skills of field practitioners and government officials on vaccination and immunization issues	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	85 per cent	NA	○	Training delivered to 300 beneficiaries	300	0	○	NA	3

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
SDP	(l)	Strengthened knowledge and skills of Ogiland Women on agriculture	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	85 per cent	NM	●	Training delivered to 400 beneficiaries	400	0	○	NA	4
SDP	(m)	Strengthened capacities of governments to address the multiple challenges in the marine sector	(i) Percentage of trained beneficiaries agreeing or strongly agreeing that understanding of the subject matter has increased	85 per cent	NM	●	Training delivered to 200 beneficiaries	200	100	●	NA	14
SDP	(n)	Strengthened skills of trainers on collaborative leadership	(i) Percentage of forum participant respondents agreeing or strongly agreeing that understanding of the subject matter has increased	85 per cent	88 per cent	●	Training delivered to 700 beneficiaries	700	648	●	NA	11
<p>Unplanned programming and results: The increased in the number of beneficiaries reflects the expansion of the CIFAL Network with new centres being opened and more activities being delivered.</p>												
<p>Assessment and Lessons-learned An independent evaluation was completed at the end of 2019 with lessons learned and recommendations for the SDP team and the CIFAL Centres which provides more ample information on findings and lessons learned.</p>												
<p>Special attention to “Leave no one behind” NA</p>												

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 2.2

SO2. People and social inclusion	2.2 Strengthen representation of countries in special situations in institutions of global governance
<p>Supporting and promoting multilateralism and institutions of global governance is of great relevance and importance in today's world. Effective multilateral institutions require equitable representation; as well as strengthened capacities, including knowledge, awareness, skills and attitudes, for delegates and other stakeholders to take part meaningfully and constructively in multilateral processes. This sub-objective aims to develop knowledge, skills and awareness on the processes, procedures, issues and decision-making arenas of multilateral institutions, with a focus on the United Nations system.</p>	

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Multilateral Diplomacy Programme (MDP)	(a)	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues where the UN maintains a significant presence	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	75 per cent	89 per cent		Training delivered to 400 beneficiaries	400	640			16
MDP	(b)	Increased awareness of women diplomats and delegates on leadership skills pivotal to their full and effective participation in multilateral	(i) Percentage of beneficiary respondents agreeing of strongly agreeing that their awareness of the subject matter has increased	75 per cent	95 per cent		Training delivered to 50 beneficiaries	50	56			5







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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	decision-making fora ♀										
MDP	(c) Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	75 per cent	89 per cent	●	Training delivered to 2460 beneficiaries	2,460	4,061	●	NA	16
Green Development and Climate Change Programme (GCP)	(d) Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes	(i) Percentage of beneficiary respondents agreeing of strongly agreeing that their awareness of the subject matter has increased	70 per cent	72 per cent of the respondents agreed or strongly agreed that the information presented was new to them	●	Training delivered to 500 climate delegates and other stakeholders through the climate classroom	500	517	●	NA	16
Public Finance and Trade Programme (PFTP)	(e) Strengthened knowledge and skills of Geneva-based country delegates in the field of public finance, multilateral trade and intellectual property rights, with a view to	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70 per cent	90 per cent	●	Training delivered to 200 beneficiaries	200	207	●	NA	10

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
	supporting effective, accountable and inclusive multilateral institutions, reduce inequality among countries, and promote the global partnership for sustainable development											
New York Office (NYO)	(f)	Strengthened knowledge, skills and awareness of delegates of Forum of Small States, small island developing States and African least developed countries	(i) Percentage of respondents agreeing or strongly agreeing that knowledge, skills and awareness has increased on the subject matter	70 per cent	80 per cent		Training delivered to 100 beneficiaries	100	170		★	16
NYO	(g)	Strengthened capacities of Member States to examine in greater depth a number of technical issues central to the QCPR, as part of the preparations for the upcoming intergovernmental negotiation process	(i) Percentage of participant respondents confirming having met the learning objectives mostly or fully	70 per cent	NA		Training delivered to 250 beneficiaries	250	0		NA	16
NYO	(h)	Strengthened knowledge, skills and awareness of delegates in response to specific requests from permanent missions	(i) Percentage of respondents agreeing or strongly agreeing that knowledge, skills and awareness has increased on the subject matter	75 per cent	90 per cent		Training delivered to 400 beneficiaries	400	423		★	16
NYO	(i)	Raised awareness on the Sustainable Development Goals, its relationship with the private sector,	(i) Percentage of respondents increasing their knowledge on the subject matter.	70 per cent	95 per cent		Training delivered to 250 beneficiaries	250	250		★	16

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	meeting the goals development targets, harmonization between institutions and monitoring and evaluation of the Goals										
NYO	(j) Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly and other organs of the United Nations	(i) Percentage of respondents agreeing or strongly agreeing that knowledge and awareness of the subjective matter has increased	75 per cent	87 per cent		Training delivered to 200 beneficiaries	200	601			16
NYO	(k) Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment	(i) Percentage of respondents agreeing or strongly agreeing that knowledge and awareness of the subjective matter has increased	75 per cent	82 per cent		Training delivered to 300 beneficiaries	300	320			16
Unplanned programming and results: NA											
Assessment and Lessons-learned Note: QCPR stands for Quadrennial Comprehensive Policy Review. As indicated in the name, the procedure only happens once every four years. There was no QCPR related training scheduled for the year of 2018- 2019. However, there will be a 5-module training on QCPR in 2020 Although the General Assembly takes place every year, the cohort of delegates, and the Member States' political situations can change drastically. UNITAR New York has previously developed a strong acumen in the sector of UN education. However, by talking and connecting to delegates and ambassadors on a daily basis, we realized that delegates from FOSS and LDC not only require a comprehensive break-down (or refreshment, in some cases) of the UN framework, most importantly, the trainings need to be done in an efficient and intensive manner - especially given the busy schedule of delegates. By learning from our experience, we carried out a two-day training that can help refresh the delegates' knowledge on the existing framework,											

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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and most importantly, given the impartiality of the UN, we decided to put strong emphasis on the purposes, functionalities, and the responsibilities of different UN organs. At the end of this time's training, we were glad to see several delegates expressing their gratitude and what services they can leverage to aid their preparations for the general assembly.

The trainings again, appeared to be a huge success to the UNITAR New York Office. Success like this have contributed significantly to the longevity of the relations between UNITAR and the Member States. Looking back, we believe one of the biggest contributors to this training's success was how much we listen and re-assess the needs from Member States. We are used to putting a heavy emphasis on the traditional UN education. Even when we first carried out a public speaking related course in the Mission, we adopted the seminar format. However, after observing the dynamics in the room, and consulting carefully with the ambassadors, we decided to change the strategy and put more emphasis on "listening", in addition to "presenting." Delegates' learned significantly from this training because they gained knowledge in becoming an avid listener. Skills like this turned out to be one of the most used technique on the negotiating table - especially when the time and the opportunities for presenting were limited. UNITAR showed its sympathy and empathy to delegates from a wide range of cultural and political backgrounds and brought it to the design of the trainings, which equipped delegates with the exact knowledge and skills they need to tackle the different parts in the international negotiations.

Collaborations comes with both opportunities and challenges. Working with organizations or companies outside of the UN requires longer time of preparation on both sides. Learning from the experience, we have developed several templates that can not only make it easier for third-party to understand the rules and the procedure of the UN, but also, to expedite the process. Working with third parties turned out to be extremely helpful and fruitful because this type of collaboration enabled us to bring experts on different SDG into the UN. The combination of field experience with policy makers benefitted all of us by shortening the distance between reality, and a sustainable future.

Trainings like these have always been one of the strengths of the UNITAR New York Office. The reason why we are able to carry it out in timely manners is because we are always prepared. Throughout years of practice, we built an in-depth database that enabled us to filter through information, and give us immediate access to all the experts and the help we might need to create the trainings in the shortest amount of time. The participants, especially those who were new to the United Nations and its structure, were able to gain knowledge from an insider's perspective. We also learned that lectures might not have sustainable effect on the participants if it doesn't come with helpful and useful guidance and materials. Thus, we designed our sessions with short, concise, easy-to-remember PowerPoint that can be used by participants. Simple structure, clean format and few words are key elements for the PowerPoints and materials. These formats allow participants to have a comprehensive understanding on public speaking and most importantly, it gives them guidance to practice in reality. These course materials and booklets appeared to be incredibly helpful for the participants and their studies. Those events received very positive feedbacks from different entities.

Seminar-style training has always been the most-used and the most conventional style of training for UNITAR. However, years of field practice made us realize that sometimes, seminar is not always the most effective measure. One of the biggest downsides of the seminar-style trainings is its lack of Evidence-based evaluation. In other words, it is difficult for us to see how much the participants have benefit from the training while we were carrying out the trainings. Thus, we upgraded our training methods and added more interactive activities such as simulations, on-site writing trainings, small-group seminars, to name a few. We saw an obvious increase in delegates' interests and attention, and by the end of the trainings, we were certain that the majority of the delegates have equipped themselves with practical skills. The evaluation forms that we collected from the trainings proved us right. The feedbacks were overwhelmingly positive. We are positive that this highly professional trainings designed and provided by UNITAR helped delegates navigate through the complexities of the international society,

Special attention to “Leave no one behind”

The following measures were taken:

- Nominated individuals from LDCs invited with priority.
- The training is specifically designed for SIDS and LDCS. All our courses have had a gender perspective in programming and implementation. A special attention was paid to the equal participation of women and men on both the beneficiary side and the expert/resource person side. During 2019 we achieved an increased participation of women.
- A specific series on the rights of indigenous people was developed in conjunction with the forum of indigenous people and the permanent mission of Ecuador
- Specific courses on women empowerment, women leadership and women negotiation, were included in this series of courses.

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 3.1

SO3. Planet, environmental protection and restoration, and climate change	3.1 Foster a green, low carbon and climate resilient transition
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Enhancing individual and institutional, legal and technical capacities to adapt to climate change is essential, as is supporting the transition to greater resource efficiency, low carbon growth, responsible consumption and production, based on circular economy principles. Under this sub-objective, we will continue to work with various partners, including a broad spectrum of UN entities and national educational institutions, to design, develop and implement learning strategies as a pathway to achieving green, low-carbon and climate resilient development. We will focus on developing both foundational knowledge and applied skills in the analysis of climate vulnerabilities and risks, the identification and prioritization of response measures and in the design and implementation of strategies to promote green growth and climate change resilience.

Programme	Result area	Result				Outputs				NOLB	Alignment with Primary SDG
		Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Green Development and Climate Change Programme (GCP)	(a) Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level	(i) Number of countries with climate change learning strategies in place and under implementation	3 rev: 12	5 assessments are under development: none yet under implementation (Kenya, Kyrgyz, Malawi, Zambia, Zimbabwe)	●	National climate change learning assessments and strategies developed through multi-stakeholder collaboration and in line with NDC/NAP priorities.	NA	5 assessments are under development: none yet under implementation (Kenya, Kyrgyz, Malawi, Zambia, Zimbabwe)	●	NA	13

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
GCP	(b) Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	(i) Number of new or fully upgraded online climate change learning products	12 rev: 20	35	●	Suite of high quality learning products tailored to national/regional contexts developed, delivered and/or recognized through UN CC:Learn. Training delivered to 25000 stakeholders through e-Learning courses	25,000	additional 55,000 new individuals registered on UN CC:e-Learn (over and above 2018 results) as of 15 November 2019	●	NA	13
GCP	(c) Application of UNFCCC guidance materials on National Adaptation Plans (NAPs) by developing countries	(i) Number of countries systematically applying NAP guidelines	5	6 (6 countries supported to develop institutional arrangements for the NAP - Namibia, Egypt, Morocco, Tunisia, Cote d'Ivoire and Papua New Guinea. 20 countries received tailored	●	Advanced level training delivered to 150 beneficiaries in five countries	150	250 government officials (non-LDC and LDC) received training to increase their technical capacity to support key steps in their NAP processes including	●	NA	13

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
				support to advance their NAP processes. 17 NAP stocktaking reports).				g 183 during the specialized trainings on mainstreaming, financing and appraisal.				
GCP	(d)	Individual and institutional capacities for national green development strategies and policy reforms strengthened	(i) Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	3	3 (Mauritius, Kyrgyz Republic, Burkina Faso)"	●	Technical advice and grants provided to national or regional training institutions	3, 3, 3	9 (3 in Burkina, 3 in Senegal, 1 in Kyrgyz Republic, 1 in Mongolia, 1 in Mauritius)	●	NA	13
			(ii) Number of training modules endorsed by the international PAGE partnership	2 rev: 3	3 (introduction to green economy, sustainable finance and green trade)	●	Online courses designed and delivered in collaboration with key PAGE partners					
			(iii) Number of training institutions participating in a green economy learning network	6 rev: 3	63 institutions	●	Virtual and face to face learning network events provided					

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
Unplanned programming and results: NA											
Assessment and Lessons-learned NA											
Special attention to “Leave no one behind” NA											

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 3.2

SO3. Planet, environmental protection and restoration, and climate change	3.2 Strengthen the sound and sustainable management of chemicals and waste
Continued support to increase legal, technical and infrastructure capacities of governments and other relevant stakeholders to implement chemicals and waste conventions, global agreements and systems. This is critical in the period 2020-2021 as the international community negotiates a new framework for the sound management of chemicals beyond 2020.	

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
Programme	Result area	Result				Outputs				NOLB	Alignment with Primary SDG	
		Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating			
Chemicals and Waste Management Programme (CWM)	(a)	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	(i) Number of multi-stakeholder coordination mechanisms in place	3	3 (Ethiopia PCB, Paraguay PCB and Nigeria SP)	●	Training delivered to 300 government officials and stakeholders	300	320 (UPOPs project in SADC, PCB training in Ethiopia, PCB training in Paraguay, Nigeria SP project)	●	NA	12
			(ii) Number of national chemicals legislation/policies drafted	5 rev: 3	3 (Cameroon, Angola and Sierra Leone)	●						
CWM	(b)	Internationally-recognized chemicals classification and labelling provisions for implementation formulated and strong multi-sector engagement at the country level	(i) Number of GHS multi-stakeholder implementation committees established	2 (Ghana and Cote d'ivoire)	2	●	Reformulated GHS training material developed and translated into Spanish	Binary	NA	●	NA	12
			(ii) Number of national GHS implementation strategies and related legislation developed	1 rev: 3 (Burundi, Guinea, Azerbaijan)	1	●						
CWM	(c)	Improved monitoring of chemical transfers and emissions to air, water, and land	(i) Number of national and regional pollutant release and transfer registers (PRTRs) designed	4 (Cambodia, Ecuador, Moldova and Peru) rev: 6	4	●	PRTR platform available for countries implementing PRTRs	6	6	●	NA	12

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
CWM	(d)	Improved capacities to reduce adverse effects of mercury on human health and the environment	(i) Number of countries having finalized draft ratification dossiers for the Minamata Convention	15 rev: 21	21	●	Guidance document on the formalization of the artisanal gold miners under development and training platform on mercury management fully operational and hosting more than 120 experts	120	130	●	NA	12
			(ii) Number of countries having identified priority actions for implementation of the Minamata Convention	10 rev: 21	21	●						
			(iii) Number of countries that have finalized the Minamata Initial Assessments under the GEF Framework	3 (Comoros, Nigeria and Senegal) rev: 17	17	●						
			(iv) Number of mercury inventory reviews and training events done in close cooperation with Basel/Stockholm Regional Centres	5 rev: 21	21	●						
			(v) Number of countries that have initiated the development of National Action Plans for ASGM	3 (DRC, Eritrea and Sierra Leone)	3 (SL and DRC finished, Eritrea to finish in 2020)	●						
CWM	(e)	Increased awareness on benefits, risks, and management of nanotechnology/manufactured nanomaterials, including increased understanding of national situations and capacities	(i) Number of national nanotechnology/manufactured nanomaterial profiles developed and priorities set	2 (Vietnam and Jordan)	2	●	Training delivered to 80 national stakeholders in LAC and CEE regions	80	59	●	NA	12
			(ii) Number of awareness raising campaigns launched at country level	2	3 (UPOPs project, Mercury DRC and SL)	●						

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
CWM	(f)	Increased access to and awareness of key tools to improve national capacity for sound chemicals management	(i) Percentage of policy maker/stakeholder respondents affirming that access has increased via the IOMC Toolbox	90 per cent	75 per cent		Training and promotion on IOMC Toolbox delivered to more than 3,000 government officials and stakeholders	3,000	1,938 from training and promotion events (of which 1,400 through CoPs) plus 102 through webinars		NA	12
			(ii) Percentage of policy maker/stakeholder respondents affirming that awareness has increased via the IOMC Toolbox	90 per cent	76 per cent							
			(iii) Number of awareness raising and consultation workshops on the development of the Global Chemicals Outlook and Chemicals and SDGs	2	2							
			(iv) Number of e-learning modules addressing chemicals	3	5							

Unplanned programming and results:

- Due to change of project coordinator and new national legislation on public spending, the project in Ecuador was delayed. UNITAR, as executing agency, discussed and negotiated a solution and way forward, together with UNEP, implementing agency of the GEF project. The result was a new tripartite agreement between UNITAR, the Ministry of Environment of Ecuador and FIAS (environmentally sustainable fund), which allowed the Ministry to implement the activities and use funds administered by FIAS as a separate public authority.
- 20 additional from African and Asia-Pacific regions.

Assessment and Lessons-learned

- Useful to base workshops on new activities, such as new work that OECD has completed, the Basel Convention initiating discussions on including waste containing nanomaterials and the WHO guidelines on workplace safety. This helps the workshops go beyond basic/generic awareness raising. It also served as a unique opportunity to engage with specific health sector colleagues.

Special attention to “Leave no one behind”

NA

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 4.1

SO4. Promote inclusive and sustainable economic growth	4.1 Help countries to achieve inclusive and sustainable economic growth
<p>Decent employment opportunities for all, particularly for youth, women and the vulnerable and marginalized, are of utmost importance for ensuring economic growth and people’s well-being. Moreover, it is of key importance to strengthen institutional capacities on trade, finance, anticorruption, debt financing, relief, restructuring and sound management to decrease economic inequalities. In times of globalization, strong multi-stakeholder collaborations across all sectors help carry forward worldwide initiatives on sustainable development. This sub-objective focuses on supporting countries to achieve inclusive and sustainable economic growth and create decent work opportunities for all by strengthening employability capacities; skills for multi-stakeholder collaboration; and enhancing knowledge on trade, finance, debt and statistics.</p>	

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Public Finance and Trade Programme (PFTP)	(a)	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70 per cent	90 per cent	●	Training delivered to 200 beneficiaries	200	222	●	NA	17

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
PFTP	(b)	Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies, including e-Learning and reaching out to female officials who will not otherwise have access to learning opportunities	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	70 per cent	96 per cent	●	Training delivered to 150 beneficiaries.	150	289	●	NA	10
PFTP	(c)	Enhanced knowledge and skills of trade and intellectual property related stakeholders at the national level with an aim to fostering innovation	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly of fully	70 per cent	98 per cent	●	Training delivered to 150 beneficiaries.	150	240	●	NA	10
PFTP	(d)	Enhanced knowledge and skills of trade sector officials from LDCs and SIDS in Aid for Trade, sustainable development oriented multilateral trade rules, and in aligning investment agreements and dispute settlement policies and plans	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70 per cent	85 per cent	●	Training delivered to 100 beneficiaries.	100	116	●	NA	8
Social Development Programme (SDP)	(e)	Strengthened capacities of government officials, representatives from financial institutions on financial inclusion	(i) Percentage of government officials and other stakeholders trained meeting learning objectives	85 per cent	NM	●	Training delivered to 360 beneficiaries	360	NM	●	NA	8

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	as a key enabler to reducing poverty										

Unplanned programming and results:

NA

Assessment and Lessons-learned

NA

Special attention to “Leave no one behind”

NA

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
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Strategic Objective 5.1

SO5. Support the indivisible and integrated nature of the 2030 Agenda	5.1 Optimize the use of new technology, including geospatial technologies for evidence-based decision-making
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Science and technology are key elements for delivering the SDGs as one of the means of the implementation of the Agenda and are of great importance in enhancing the capacities at national and regional levels. The use of technology-based and innovative solutions will continue to play an important role in supporting a better informed and evidence-based decision-making processes by the UN system and Member States, in developing solutions with an integrated approach and in reaching more beneficiaries.

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
UNITAR Operational Satellite Applications Programme (UNOSAT)	(a)	Improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues	(i) Percentage of requests for support met	100 per cent	100 per cent		Production of 20 analytical maps	20	16 ³		NA	16
UNOSAT	(b)	Improved access to information and data in fields related to peace, security, humanitarian and socioeconomic development	(i) Percentage of GIS ready-data suited for public shared via web platform	80 per cent	86 per cent		Production of 10 reports 70 data sets and 15 web maps	10, 70, 15	11+38, 89+104, 7			11
UNOSAT	(c)	Improved routine access by international humanitarian community and Member States to UNOSAT high-quality	(i) Percentage of requests supported	100 per cent	100 per cent		60 requests supported	60	66		Focus on natural disasters	13

³ The figure reflects data from the 2019 beta database only. This figure has been updated to 41 for the biennium. Consequently, the output rating would be green.

Programme Performance Report 2018-2019

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG
	satellite imagery analysis for senior level decision making and operational coordination & response in the field										
UNOSAT	(d) Increased skills and capacity of national and regional experts to use satellite derived mapping and GIS for disaster risk reduction, emergency response and territorial planning and monitoring	(i) Percentage of beneficiaries using skills in national or regional context	90 per cent	82 per cent of beneficiaries met the learning objectives of the trainings // in a survey at the end of the project cycle 83 per cent confirmed having applied skills acquired from the trainings	●	Training delivered to 80 GIS related stakeholders	80	483 beneficiaries	●	★	13
UNOSAT	(e) Improved knowledge of water resources in Chad	(i) Percentage of trained professional and students successfully meeting course requirements	80 per cent	NA	●	Training delivered to 30 professionals	30	NA	●	NA	6
		(ii) Percentage of map recipients confirming that hydrological maps have provided useful information and increased knowledge for improved water management	80 per cent	NA	●	Training delivered to 30 professionals	30	NA	●		

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	NOLB	SDG	
		(iii) Number of beneficiary institutions having access to online GIS data viewer	6	NA	●							
UNOSAT	(f)	Support to Member States to build capacity for implementation of Sendai Framework for DRR	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased	75 per cent	NA	○	Training delivered to 60 beneficiaries	60	N/A	○	NA	13
UNOSAT	(g)	Strengthened knowledge and skills in GIS to enhance resilience to climate change in Pacific Island Countries	(i) Percentage of technical officers meeting completion requirements	75 per cent	85 per cent	●	Training delivered to 30 technical officers Awareness raising delivered to 50 other stakeholders	30 & 50	Trainings delivered to 101 technical officers // 361 participants benefited from awareness raising workshops	●	★	13
Hiroshima Office (HO)	(h)	Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS ♀	(i) Percentage of participants fully meeting learning objectives at the end of the training	90 per cent	97 per cent	●	Training delivered to 64 participants	64	36 (2018) 28 (2019) Total: 64	●	★	11

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Strategic Objective 5.2

SO5. Support the indivisible and integrated nature of the 2030 Agenda	5.2 Support coherence and evidenced-based policies of the 2030 Agenda
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The 2030 Agenda will require all countries and stakeholders to work together to implement the SDGs and it is crucial to increase the awareness and understanding of Goals and targets amongst various constituencies. Moreover, capacities of Member States and key partners for implementing and monitoring progress on the 2030 Agenda will be strengthened, with emphasis on enhancing the capacities of countries in special situations in promoting coherent and evidence-based policies and in improving the multi-stakeholder engagement at the national level.

Programme	Result area		Result				Outputs				NOLB	Alignment with Primary SDG
			Indicator of achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating		
Agenda 2030 Programming (A2030)	(a)	Increased access of Member States to training to strengthen capacity to mainstream SDGs into national development planning and strategies and promote policy coherence along the national policy cycle, and between sectoral policies, with emphasis placed on countries in special situations, incl. African and other LDCs and SIDS	(i) Number of countries with trained personnel having used the training kits in central and line ministries	20 LDCs and/or SIDS	57 in total, incl. 29 (mainstreaming and integrated planning), 30 (reviews, monitoring and data) and additional 12 for stakeholder engagement		Agenda package with a toolkit to improve policy coherence across the policy cycle 4 training packages highlighting integrated approaches across SDGs to inform sectoral policies. 75 policy-makers trained through face-to-face events and e-learning	75	5 packages, 221 face-to-face, additional 460 online			17

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating		
A2030		(ii) Percentage of countries represented in training workshops/e-learning reporting new or strengthened processes/systems in place	50 per cent	67 per cent	●				★	17	
A2030	(b)	Increased awareness by the general public on the significance and contents of Agenda 2030	70 per cent	95 per cent	●	Training delivered to 400 beneficiaries	400	635	●	★	17
A2030	(c)	Increased national capacity to set up inclusive review systems and use statistics relevant to the 2030 Agenda	70 per cent	90 per cent	●	2 training packages – basic and advanced – on review, monitoring, evaluation and reporting Training delivered to 170 policy-makers and data producers and users on data governance Training delivered to 28 participants on SDG indicators	198	2 packages, 593 policy makers	●	★	17
Planning, Performance Monitoring and Evaluation (PPME)	(d)	Strengthened evaluation leadership capacities to inform voluntary national reviews and the follow-up process	85 per cent	100 per cent	●	120 government and other stakeholders trained	120	14 completed three components, 24 completed the e-learning component only	●	★	17

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating			
Green Development and Climate Change Programme (GCP), UNITAR Operational Satellite Applications Programme (UNOSAT)	(e)	Strengthened evidence and learning from experiences for improved preparedness and response to humanitarian crises and improved quality in programming	(i) Number of new humanitarian projects incorporating lessons learned into project design and delivery	10	0	○	10 Third Party Monitoring Reports Knowledge management system developed 3 Innovation grants disbursed	N/A	0	○	N/A	N/A
Unplanned programming and results:												
<ul style="list-style-type: none"> PPME together with EvalSDGs also organised a MOOC course for which it received an overwhelming number of 1,688 registrations, which was much higher than anticipated. In the end 766 participants took part to the course and 307 of them passed the required score of the objective assessment of learning and received a certificate of completion. More face-to-face beneficiaries due to a high number of participants in Shanghai learning conference organized in Jan. 2019 with SDP. 												
Assessment and Lessons-learned												
<ul style="list-style-type: none"> 307 passed the required score of the objective assessment of learning and received a certificate of completion which is higher than the original output target. Project cancelled by donor. Lack of host country buy in to the donor initiative undermined UNITAR engagement. Political support needed to be secured in advance of project activities commencing Targets and outputs fully achieved. Regional workshops proved a useful format for piloting approaches and promoting the sharing of knowledge. At this stage, there is a growing interest from countries in more advanced approaches to integrated strategic planning. National pilots may be a more appropriate format for this work. They can be complemented by regional events organized on specific technical subjects or for rolling out the tested approaches. E-learning can then help train higher number of civil servants and other actors to roll out the piloted methodologies and help build more technical skills. Partnerships with relevant UN agencies are crucial in this to avoid duplication and promote synergies and resource efficiency. Work with SIDS have shown that there are opportunities for higher impact activities as workshop participants are often core staff in their Ministries and have significant influence over decision-making. 												
Special attention to “Leave no one behind”												
<ul style="list-style-type: none"> Two of the packages have dedicated modules on focusing on the implications of LNOB for policies, programming and competences of civil servants. Nominated individuals from LDCs invited with priority. "The participants' gender included 45 per cent male participants, 54 female participants and 1 per cent other. Most participants come from the African continent (35 per cent) followed by Asia and the Pacific (é& per cent), Europe (20 per cent) and Latin America and the Caribbean (16 per cent) and North America and Middle East (together 8 per cent). Most of participants come from non-state sectors such as NGOs, Academia and the private sector (46 per cent), International Organizations (22 per cent), Government (21 per cent) or other sectors (11 per cent). Twenty-six per cent of participants come from countries in special situation, 45 per cent from other developing countries and 29 per cent from developed countries. 												

Programme Performance Report 2018-2019

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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FUNCTIONAL OBJECTIVES (FO)

Functional Objective 1

FO1. Sound executive leadership			Maintain sound executive leadership, stewardship and governance							
Positioning the Institute in an increasingly competitive and resource constrained environment is critical to enable the Institute to successfully deliver on its mandate and achieve organizational results. The Office of the Executive Director, led by the Executive Director, provides overall direction, executive management and stewardship and strategy formulation, as well as liaison with and reporting to the Board of Trustees.										
Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
OED	(a)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate results	(i) Percentage of corporate key performance indicators achieved within 80 per cent of target	80 per cent	81 per cent	●	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	Binary	Achieved	●
OED	(b)	Effective implementation of decisions / recommendations of oversight and governance bodies	(i) Percentage of Board of Trustees recommendations implemented within specified timeline	80 per cent	83 per cent	●	Reports produced of the Board of Trustees and subsidiary body sessions Reports of regular management meetings Internal policies developed and application effectively monitored	Binary	Achieved	●
			(ii) Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	100 per cent	78 per cent	●				



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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	
OED	(c)	Managerial coordination within UN system agencies and the Secretariat	(i) Number of initiatives undertaken in coordination with UN system agencies and Secretariat departments	80 per cent	NM	●	Facilitation of high-level meetings Assistance provided in response to the requests from the Secretary-General	Binary	Achieved	●

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 2.1

FO2. Strengthen programming for results	2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results
<p>Delivering effective, efficient and sustainable results in an increasingly resource constrained and competitive environment requires policies, practices and systems to be in place to ensure accountability and organizational learning. Since 2010, the Institute has developed an integrated results-based management system with a monitoring and evaluation policy framework at its core. While systems and policies are in place for effective planning, monitoring, evaluation and performance reporting, promoting a results-based culture across the Institute where practices for strong accountability and organizational learning are given the right balance of attention is still in progress. During the 2020-2021 budget cycle, the Institute will continue to work towards addressing this imperative under the leadership of the Planning, Performance Monitoring and Evaluation Unit.</p>	

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
PPME	(a)	Improved accountability in delivering results	(i) Percentage of donor funded project documents having logical frameworks or other results formulations within indicators / performance measures	90 per cent	20 per cent		Provision of methodological guidance and review of project documents and other results frameworks (e.g. annual work plans and results-based budgets) Two corporate results reports (2018 and 2019) One Programme Performance Report (2016-2017) Draft report of the Secretary-General on UNITAR (2019) Entity Risk Management	Binary	Achieved	

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	
						Framework developed and monitored				
PPME	(b)	Strengthened self-evaluation function	(i) Percentage of learning-related events in which intermediate (learning) outcomes are assessed/evaluated	90 per cent	88 per cent	●	Methodological guidance provided through job aides, templates and coaching Meta-analysis report of self-evaluation undertakings issued	Binary	Achieved	●
			(ii) Percentage of project completion evaluation reports that include findings, conclusions, recommendations	50 per cent	NM	●				
PPME	(c)	Strengthened independent evaluation function	(i) Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	85 per cent	81 per cent	●	Ten independent quality assessments/reviews of programme self-evaluations One corporate evaluations of application of learning Four independent project evaluations Four independent programme/cluster evaluations	Binary	Partially achieved	●
PPME	(d)	Effective knowledge integration and organizational learning	(i) Percentage of manager respondents confirming that lessons learned have been applied to future programming	80 per cent	NM	●	Repository developed on lesson learned One knowledge sharing forum on integrating lessons-learned for quality improvement in programming	Binary	Achieved	●

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 2.2

FO2. Strengthen programming for results	2.2 Further strengthen the quality of UNITAR products and services
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Strengthening the quality of products and services has figured among the Institute’s objectives since 2010, and Management has undertaken important steps in this direction with the identification and adoption of quality standards and processes. In 2010, UNITAR contributed to the development of an international process to establish quality criteria and certification processes for technology-enhanced learning in the field of capacity building, known as ECBCheck. Building on the ECBCheck experience and a review of other quality assurance schemes, the Institute developed its internal Quality Assurance Framework (QAF) for learning-related events in 2012, which was reviewed and revised in 2016, to validate and strengthen quality, as well as provide a platform for sharing experiences and lessons on quality review. Further strengthening learning and related services is undeniably central to positioning UNITAR among the leaders in the training and capacity development industry.

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
PPME	(a)	Improved implementation know-how to align learning events with quality assurance tools	(i) Percentage of sampled Quality Assurance Framework self-assessments meeting at least 8 out of 10 criteria	80 per cent	NM	●	Methodological guidance provided to programmes for self-assessment against quality standards Three ‘just in time’ short learning modules on quality criteria/instructional design developed and delivered Ten independent reviews performed on Quality Assurance	Binary	Not achieved	●

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
						Framework self-assessments			
PPME	(b) Endogenous learning strengthened for quality improvement	(i) Percentage of quality assurance review recommendations implemented	85 per cent	NM	●	Recommendations submitted to programmes for quality improvement Knowledge-sharing on quality assurance through the organization of one in-house forum Aligned, instructionally sound core soft-skills face-to-face training modules (7) developed and made available to all programmes Aligned, instructionally sound core soft-skills e-learning modules (6) developed and made available to all programmes Internal skills building (individual level) on training, facilitation, and instructional	Binary	Not achieved	●







Programme Performance Report 2018-2019

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
						design (face-to-face and e-learning) through delivery of 8 events Internal skills building (programme/pillar level) team development through delivery of 6 events Micro-learning videos (12x4 minutes) examining best practice in instructional design, and linking to UNITAR programmes designed and uploaded to YouTube – increasing the visibility of the Institute			











Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 3

FO3. Optimize efficiency	3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs
<p>Quality programming and delivery of effective results require a light and efficient administrative apparatus and minimal external service costs. Over the course of the biennium, the Institute will continue efforts to streamline internal operations and reduce administrative costs, while at the same time ensuring compliance with the applicable United Nations rules, regulations and procedures. The Institute will aim to achieve the expected results through the Operations Unit, comprised of the following four sections: Administration and Procurement, Budget and Finance, Human Resources and Communication and Information Technology Support.</p>	

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
APU	(a)	Improved efficiency in processing procurement transactions	(i) Percentage rating on client satisfaction	80 per cent	63 per cent		Client satisfaction survey administered	Binary	Achieved	
FBU	(b)	Maintenance of sound financial statements and financial records	(i) Unqualified audit opinion of the Board of Auditors on financial statements	Binary. Unqualified audit report	Yes - Achieved		Preparation of annual financial statements Sound financial management	Binary	Achieved	
FBU	(c)	Efficient support to programme activities	(i) Improved support cost ratio (support costs v. overall costs)	17 per cent	16.17 per cent		Delivery of financial services and advisory support to programmes and functional units	Binary	Achieved	

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating	
		(ii) Reduction of budget and finance related external service costs (External service costs vs. overall costs)	2 per cent	1.44 per cent						
FBU	(d)	Sustained quality of finance and budget services delivery	Client satisfaction ratio	85 per cent	71.4 per cent		Client satisfaction survey administered	Binary	Achieved	
HRU	(e)	Timely workforce profiling and alignment with corporate needs	All posts submitted by programmes are reviewed and classified to ensure clarity of roles/responsibilities based on Institute's approved structure	Binary. Posts are reviewed/ classified within one week after submission	Yes		Classification advices issued for each classified post	Binary	Achieved	
HRU	(f)	Timely administration of contracts	(i) Number of processing days for contract issuance following requests submitted by programmes	3	7		Proper contractual management	Binary	Achieved	
HRU	(g)	Improved opportunities for development of skills / competencies	(i) Ratio of learning and career development courses per staff	02:01	NM					
CITSU	(h)	Improved efficiently in the registration and enrolment process of the Events Management System	Number of steps for the registration and enrolment reduced for event managers Number of steps for the registration and enrolment for e-courses are reduced for participants	Three steps are removed and manual intervention will no longer be required	Event Managers no longer required to intervene for free and open courses		Moodle platform migrated from Liip to eThink and upgraded to version 3.3	Binary	Moodle platform transferred to eThink and upgraded to version 3.6	





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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
				Three steps are removed and manual intervention will no longer be required for free and credit card payment		or using credit card payment provided the enrolment key is given to participants. single sign-on between the EMS and Moodle implemented.			
CITSU	(j)	Improved efficiency in requesting and processing email accounts form	(i) All steps are managed online	all steps online	●	Online email account request form developed and operational	Binary	Online database developed and operational.	●
			(ii) Number of steps to request an email account are reduced	4 steps	●	Online contract clearance form developed and operational	Binary	clearance form downloadable from UNITARnet (signature still required)	●

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 4.1

FO4. Increase and diversify financial resources and partnerships	4.1 Increase and diversify financial resources with an emphasis on new, emerging donor countries, pooled contributions and engagement with the business sector
<p>Changes in the global political and economic landscape, with the emergence of new economies, are having profound implications on development funding. On the one hand, traditional donors have experienced economic challenges in recent years; on the other hand, emerging economies are showing growing interest in funding their own capacity development and providing support to others countries Recognizing that resource mobilization is a collective effort requiring corporate and programme level engagement, the Institute will continue to explore new development partners both in terms of emerging economies and other non-traditional donors, including the business sector, while at the same time continuing to nurture close relationships with traditional donors and seek to mobilize pooled contributions to the newly created Strategic Framework Fund.</p>	

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
PRM	(a)	Increase in income to match budget requirements	(i) Percentage increase in income over previous biennium	11.65 per cent	25.7 per cent		Financial agreements negotiated and concluded with donors	Binary	Achieved	
PRM	(b)	Increased diversification of funding	(i) Proportion of income supporting multi-year projects (over two years)	no target	11 per cent		Financial agreements negotiated and concluded with donors, including the	Binary	Achieved	

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
		(ii) Proportion of income stemming from the private sector	no target	2.50 per cent	●	private sector Outreach services to developing countries, including the new 'emergent' economies			
		(iii) Proportion of voluntary contributions received from new emerging countries	15 per cent	NM	●				

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 4.2

FO4. Increase and diversify financial resources and partnerships	4.2 Increase the breadth and depth of partnerships in programming
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UNITAR pursues a strong partnership strategy to deliver on its mandate to strengthen the capacities of beneficiaries through training and related activities, with more than two-thirds of training beneficiary outputs delivered in partnership. In 2018, some 70 per cent of UNITAR beneficiaries were trained through events implemented in partnerships. This includes not only the bilateral and multilateral donor communities, sister agencies within the United Nations system and other international and regional organizations, but also non-governmental and civil society organizations, academia and the business sector. The Institute’s 2018-2021 strategic framework recognizes the importance for UNITAR to not only maintain partnership building as a key functional enabler, but to work to increase the breadth and depth of partnerships in all facets of its programming.

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
PRM	(a)	Expanded partnership in programming	(i) Proportion of UNITAR events delivered with partners	70 per cent	63 per cent	●	Partnership agreements negotiated and concluded with partners Partnership strategy developed to better leverage partners in the delivery of results and mobilization of resources Review of partnership agreements Project tracking tool maintained with periodic reports to the Executive Director	Binary	Partially achieved	●
			(ii) Proportion of UNITAR beneficiaries registered from events implemented with partners	85 per cent	82 per cent	●				
			(iii) Proportion of UNITAR partners from UN agencies	40 per cent	33 per cent	●				

Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
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Functional Objective 5

FO5. Enhance communications	5.1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand
<p>Good communications are vital to helping achieve strategic objectives. They increase awareness, build trust and credibility, and attract more beneficiaries and partners in the long run. Communicating effectively with and engaging our internal and external stakeholders will increase the impact of our work. Effective communications should be embedded in all our work, from project level to corporate level activities. To achieve this functional objective collectively by all programmes, offices and sections, the Communication and Information Technology Support Unit will provide tools, guidance and platforms, and facilitate exchanges of good practices from within and outside the Institute.</p>	

Programme	Result Area		Result				Outputs			
			Indicator of Achievement	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
CITSU	(a)	Improved coherence and increased effectiveness in communications	(i) Percentage of sampled communication products in compliance with communication guidelines	80 per cent	86 per cent	●	(i) Common branded marketing materials, such as USB keys, pens, notebooks, tote-bags, banners, centrally produced and distributed to programmes	Binary	(i) consolidated orders for all requesting programmes for coherent branded materials (USB keys, notebooks, pens, lanyards, mugs, eco bags, folders, SDG pins).	●
			(ii) Improved internal communication	six sections completed on the UNITARnet	7 sections completed on the UNITARnet (OED, HR, APU, CITSU,	●	(ii) Corporate UNITAR brochure / reports issued	Binary	(ii) the first UNITAR Learning Solutions Catalogue published. 2017 and 2018 results reports published	●

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Programme	Result area	Indic. of achievement	Target	Actual	Rating	Output	Target	Actual	Rating
				PPME, Partnership, FBU)					
	(b) Strengthened recognition of the UNITAR brand	(i) Percentage of sampled survey respondents from UN agencies, Member States, and professional training service providers recognizing UNITAR name and logo	55 per cent	67 per cent	●	Brand recognition survey administered Guidance given on the branding guidelines	Binary	67% of survey respondents recognized UNITAR logo. Branding Guidelines revised templates issued.	●

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