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United Nations Institute for Training and Research



Evaluation on UNITAR

Donor and Implementing Partner Reporting

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Planning, Performance Monitoring and Evaluation Unit

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List of Figures

Figure 1 - Proportion of agreements recorded in the PTT as of 31 October 2024
Figure 2 - Number of contribution and IPs agreements per unit as of 31 October 2024
Figure 3 - Selected sample by unit and type of agreement
Figure 4 - Percentages of interviewees by gender and stakeholder type
Figure 5 - Survey respondents by gender
Figure 6- Importance of meeting reporting deadlines for UNITAR personnel and donors
Figure 7 - Usefulness of reporting for documenting the implementation activities for IPs
Figure 8 - Submission of reports according to the PTT
Figure 9 - Adherence to reporting deadlines set in the agreements, survey results from donors and UNITAR personnel
Figure 10 - Percentage of IPs meeting reporting deadlines as reported by surveyed UNITAR personnel and IPs
Figure 11 - Challenges faced by IPs (left) and UNITAR personnel (right) to meet reporting deadlines, according to surveyed UNITAR personnel
Figure 12 - Purposes of reporting processes for UNITAR staff
Figure 13 - Donors' satisfaction with UNITAR's adherence to reporting deadlines
Figure 14 - Communication with donors and IPs as assessed by UNITAR personnel
Figure 15-. - Soft reporting channels confirmed by UNITAR personnel (left) and IPs (right)
Figure 16 - Soft reporting means confirmed by donors and UNITAR personnel
Figure 17 - UNITAR's reports meeting donor's expectations
Figure 18 - Challenging areas of reporting, as perceived by UNITAR personnel
Figure 19 - Challenging areas of IPs reporting quality as perceived by UNITAR personnel
Figure 20 - Frequency of feedback on reports from UNITAR to IPs
Figure 21 - Reporting process flow at UNITAR
Figure 22 - Narrative and financial reporting processes between UNITAR and IPs
Figure 23 - Factors contributing to timely reporting by IPs
Figure 24 - Tool and mechanisms to track reporting timelines to donors in UNITAR
Figure 25 - Settlement of reporting requirements between UNITAR and the donor, according to survey respondents

List of Tables

Table 1. Donors and IPs with the highest number of agreements within the evaluation scope

Foreword

Reporting is an important phase of the project management cycle, despite not always being identified as an explicit, standalone phase. As a project-based organization primarily reliant on earmarked voluntary contributions from donors, it is essential that UNITAR meets its reporting requirements and ensures that implementing partners (IPs) do the same. While the size and other characteristics of UNITAR and its projects invariably present reporting challenges, it is equally important to ensure that such requirements are met according to the agreed upon schedule and that there is timely communication with donors and IPs when this may not be the case.

In 2024, the Board of Auditors found missing and/or late narrative and financial reports to donors and from IPs to UNITAR, and recommended UNITAR to “evaluate the strength and effectiveness of the current reporting structure, mechanisms and practices in place and develop a formal corrective action plan to reduce the risk of late reporting.” This report presents the findings of this evaluative undertaking and issues a set of seven recommendations aimed at improving UNITAR’s reporting practices. The recommendations are intended to serve as an action plan for addressing the audit findings and recommendations.

The evaluation was managed by the UNITAR Planning, Performance Monitoring and Evaluation (PPME) Unit and was undertaken by Rebeca Saray Lara Benavides. The PPME Unit is grateful to the evaluator and to the UNITAR, donor, IP stakeholders for providing important inputs and perspectives during this evaluation.

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Contents

List of Figures	iii
List of Tables	iii
Foreword	iv
Executive Summary	vii
Abbreviations	xii
Introduction	1
Background and Purpose	2
Methodology	3
Evaluation Findings	10
Effectiveness in Timely Reporting	10
Reporting Processes, Systems and Mechanisms	27
Practices from Other UN Organizations	36
Conclusions	39
Recommendations	42
Lessons Learned	44
Annexes	45

Annexes

- A. Terms of reference
- B. Stakeholders mapping
- C. Selected sample of agreements
- D. Evaluation question matrix
- E. Surveys/ questionnaires deployed
- F. Questionnaires for the interviews
- G. List of documents reviewed
- H. List of persons interviewed
- I. Evaluation consultant code of conduct

Executive Summary

Introduction and Background

Reporting plays an important role in ensuring transparency, accountability and effective decision-making. This evaluation examined UNITAR reporting to donors and from implementing partners (IP) to UNITAR. The evaluation assessed the effectiveness and efficiency of structures, mechanisms and practices in place for adhering to reporting requirements. The evaluation was undertaken pursuant to recommendations by the Board of Auditors (BoA), which found delays in narrative and financial reporting, ranging from a few days to several months, and recommended UNITAR to undertake the present exercise.

Purpose and Methodology

The evaluation covered the period from January 2020 to October 2024 and aimed to identify good practices, challenges and lessons learned from current processes, mechanisms and structures in order to improve the timeliness of reporting, with a focus on identifying the root causes of delays and exploring opportunities to improve reporting timeliness. Specifically, the evaluation sought to determine whether factors such as project budget, duration, reporting workload, programme capacity and donor requirements correlated with delays in reporting. The evaluation also aimed to understand variations across UNITAR Programme Units and gather good practices from other UN organizations.

The evaluation employed a mixed-methods approach, combining desk review, stakeholder mapping, surveys and interviews. The evaluation covered 1,197 contribution and IP grant agreements, with a sample taken of 73 agreements for in-depth assessment. Surveys were deployed to UNITAR personnel, donors and IPs, with response rates of 29 per cent, 18 per cent and 24 per cent, respectively. Additionally, 38 interviews were conducted with key stakeholders. The evaluation faced some

challenges, particularly regarding data reliability, as the Project Tracking Tool (PTT) does not record the reports' actual submission dates. Survey and interview participation was also affected by high workloads and end-of-year schedules, and the broad scope of the evaluation made it difficult to capture nuanced, case-specific insights. Additional limitations are contained in the report.

Main Findings

Effectiveness in Timely Reporting

The evaluation found that while UNITAR personnel, donors and IPs generally understand timely reporting as meeting the deadlines set in agreements, there are different interpretations of its importance. While 86 per cent of UNITAR personnel acknowledged the significance of reporting deadlines, many emphasized that donor satisfaction and project quality take precedence over strict adherence to reporting timelines. Donors underscored the importance of proactive communication in the event of delays, highlighting that flexibility is often granted when reporting issues are communicated in advance.

The evaluation found UNITAR's adherence to reporting deadlines to be inconsistent. While 83 per cent of reports were uploaded to the PTT, 248 reports were unsubmitted at the time of the issuance of this report. Among UNITAR personnel surveyed, only 33 per cent of respondents reported meeting all deadlines, while 67 per cent admitted to experiencing delays, particularly in financial reporting. Donors largely recognized UNITAR's efforts to meet the established deadlines, with 67 per cent of respondents stating that deadlines were generally met, although occasional delays were acknowledged.

The evaluation identified several factors contributing to timely or delayed reporting. High reporting workloads and limited staff

capacity emerged as key challenges, with many Programme Unit teams describing themselves as understaffed and struggling to balance reporting obligations with other responsibilities. The size of budget and donor relationships also played a role in determining which reports were prioritized. Another critical factor was access to financial data, with delays often arising due to the level of experience with the Quantum Enterprise Resource Planning (ERP) system and unclear understanding of roles, responsibilities and timelines for issuing the financial reports. Many IPs also faced challenges related to delayed implementation, from funding delays and administrative hurdles to limited monitoring and evaluation capacity, which impacted their ability to submit reports on schedule.

The evaluation identified organizational challenges as a root cause of reporting delays. In this regard, the perception that reporting is primarily the responsibility of programme managers, rather than a shared institutional duty, resulted in reporting tasks being given lower priority.

Despite these challenges, donors generally expressed flexibility regarding UNITAR's reporting deadlines. While only 22 per cent of donors interviewed raised concerns about late reports, these concerns were primarily related to UNITAR's financial reporting and connected to donors' own internal financial cycle deadlines. Similarly, while IP reporting delays were acknowledged, they were not a major concern for UNITAR, as close communication between UNITAR and IPs often mitigated potential issues. Effective communication was found to be a key factor in fostering donor and IP flexibility on reporting timelines.

In terms of adaptability, both UNITAR and donor respondents expressed a willingness to adjust reporting requirements when necessary. Some donors accepted interim reports in lieu of final reports when delays were anticipated, and UNITAR was generally praised for being receptive to donor feedback and efforts to improve its

reporting practices over time. While all donors confirmed that UNITAR's reports met their expectations, some pointed out that reports tended to be overly detailed, making them difficult to digest. There was also a call for stronger links between narrative and financial reporting, with clearer explanations of financial allocations and project outcomes.

Reporting Processes, Systems or Mechanisms

The evaluation found that while UNITAR has structured reporting processes in place, financial reporting remains a significant challenge due to delays in the closure of obligations and timelines in the response processes. The evaluation found narrative reporting to be generally more straightforward, with programme managers collecting and drafting reports, which are then reviewed and approved at the Programme Unit level. However, financial reporting requires coordination between programme teams and the Finance and Budget Unit (FBU), creating additional processes and expectations to manage.

Additionally, while UNITAR has tools in place to facilitate reporting, such as Quantum, the PTT and M&E systems, the tools are not uniformly used across all units. The evaluation found that some units have dedicated financial and administrative focal points who actively track reporting deadlines and facilitate financial data retrieval, while other Programme Units did not, thereby creating a need to reinforce this capacity.

To ensure timely reporting, some units have adopted good practices, such as establishing internal deadlines well in advance of donor deadlines, assigning reporting focal points to oversee data collection, establishment of a Quality Assurance team and preparing financial report drafts to accelerate the delivery of these reports. The use of automated reminder systems in the PTT has also been helpful in keeping reporting deadlines visible, though the system does not

currently provide joint project-specific notifications, which limits its effectiveness.

The evaluation also found that while reporting requirements are sometimes negotiated with donors, UNITAR typically accepts donor requirements without considering the implications or proposing modifications to the reporting schedule.

On the other hand, IPs have limited opportunities to negotiate reporting requirements and often follow UNITAR's proposed deadlines. The extent to which reporting requirements are negotiated with donors and between UNITAR and IPs in the preparation of agreements varies depending on the type of relationship between the parties, excluding the pass-through modalities.

The evaluation noted the steps and additional controls taken by UNITAR Management in late 2024 to mitigate late narrative and financial reports, including the requirement that IP reporting obligations be compliant prior to subsequent grant payments and for IPs to provide justification for late reports falling outside of a four-week grace period.

Lessons from Other UN Organizations

The evaluation also considered reporting practices from other UN organizations and identified several good practices that UNITAR could possibly adopt. For example, some UN organizations enhance reporting by using standardized templates and training counterparts for better compliance. The Food and Agriculture Organization allows using native language for reporting for country offices and the International Training Center of the International Labour Organization (ITC-ILO) uses digital briefs and focuses real-time data availability for speeding up submissions. Also, the Joint Inspection Unit recommends commensurate reporting for small contributions and pooled funding and standardized agreements to reduce reporting burdens. A strong project design is key. Organizations like the ILO apply communication strategies, and IOM's

Donor Accountability Group aims to strengthen reporting timeliness and quality. Frequent donor feedback surveys refine reports. These efforts demonstrate similar struggles but a strong commitment to timely, high-quality reporting across UN entities.

Conclusions

Overall, the evaluation found that while UNITAR personnel acknowledge the importance of respecting the reporting deadlines set in the agreements, timeliness is considered as less critical than the successful delivery and quality of project outputs, as well as the level of donor satisfaction with the projects delivered.

UNITAR's reporting processes are moderately effective, but financial reporting delays remain a challenge due to its complexity derived from cross-team coordination, varying levels of reporting capacities and differing interpretations on strict adherence to reporting deadlines.

While donors are generally satisfied with UNITAR's reporting practices and acknowledged improvements in reporting practices, further efforts are required to address underlying organizational and procedural challenges to improve the timeliness and efficiency in reporting.

Recommendations

The following recommendations should be read as an action plan to address the findings contained in the present report.

Short-term (0-6 months)

On improving timeliness of financial reporting:

1. FBU should provide additional training/guidance to Programme Units on the financial aspects of donor and IP reporting. This could include, for example,
 - Guidance on using the ERP platform for financial reporting and clarifying the roles and responsibilities of stakeholders and timelines related to project closure; and
 - Clarifying roles, responsibilities and timeframes for financial reporting through the issuance of operational guidelines.
 - Preparing speaking notes to help PM to raise awareness of donors that using the UNITAR standard financial reporting template whenever possible can lead to better timeliness and is less resource-intensive
 - Make the financial standard template available on UNITARnet for consultation during the agreement's negotiation and reporting periods.

On reporting timeliness, in general:

2. UNITAR managers should enhance collective understanding on how timely and accurate reporting supports organizational goals, donor trust and partnership development. This could include:
 - Setting the right tone from the top for enhancing a culture for timely reporting;
 - Sharing of good practices in brownbag events on how long-

term partnerships with donors are maintained and nurtured;

- Quality assuring reporting and setting aside time for reporting in work planning;
- Budgeting time required for reporting in project budgets so that reporting becomes a dedicated and budgeted task.

3. If not already done, UNITAR managers should assign specific reporting tasks (e.g. in job descriptions/terms of reference) to project personnel or designate reporting focal points to strengthen accountability with reporting requirements.

Medium to long-term (6-12 months)

Assign a KPI and report annually on timeliness and monitor feedback from donors.

4. UNITAR management should identify a key performance indicator for donor and IP reporting timeliness and report annually on it as part of its annual KPI reporting to the Board of Trustees. This indicator could also be measured at the Division or Programme Unit levels.
5. UNITAR should deploy an annual donor pulse survey as a recurrent and structured feedback mechanism on donor satisfaction on UNITAR reporting, including timeliness in respecting deadlines, report quality, relevance of the reports to their organizations, and usability while identifying areas for improvement. Additionally, the survey should gather insights into how donors utilize UNITAR's reports, fostering greater institutional awareness of reporting relevance.

The evaluation also identified the need to enhance the quality of reports, particularly those reports received from IPs.

6. UNITAR Programme Units should further increase guidance and support to IPs with limited resources on reporting, e.g. smaller organizations, IPs located in countries in special situation, etc. This could include institutional strengthening, training on monitoring, evaluation and reporting, automating reminders for reporting to implementing partners directly or ensure forwarding of PTT reminders, etc.
7. UNITAR should further enhance the quality of narrative reports including using innovative reporting methods. This could include:
 - Presenting the results with a more analytical perspective, considering the outcome and output levels (main achievements and challenges).
 - Building on robust project documents that provide a good basis for reporting with e.g. a monitoring and reporting plan, log frames, and measurable indicators.
 - Ensuring narrative reporting frequency and depth is commensurate with budget size.
 - Including a stronger link between the narrative and financial reports, explaining changes in resource allocation and financial progress.

Abbreviations

A2030	Strategic Implementation of the 2030 Agenda Unit
AI	Artificial Intelligence
BoA	Board of Auditors
CWM	Chemicals and waste management Programme Unit
DMD	Division of Multilateral Diplomacy
DSPP	Division for Strategic Planning and Performance
EQ	Evaluation question
ERP	Enterprise Resource Planning
FBU	Finance and Budget Unit
GCP	Green Development and Climate Change Programme Unit
HO	Hiroshima Office
IP	Implementing Partner
ITC-ILO	International Training Center of the International Training Center of the International Labour Organization
JIU	Joint Inspection Unit
FAO	Food and Agriculture Organization
FOEN	Switzerland Federal Office for the Environment
KIIs	Key Informants' Interviews
LDC	Least Developed Countries
MDP	Multilateral Diplomacy Programme Unit
MoFA	Ministry of Foreign Affairs
NCD	Division on NCD, Digital Health, and Capacity Building
NYO	New York Office
OED	Office of the Executive Director
ODV	Output Delivery Verification
PGOU	Partnerships and Grant Oversight Unit
PM	Project Management
PMCP	Peacemaking and conflict prevention Programme Unit
PPME	Planning, Performance Monitoring and Evaluation Unit
PTP	Peacekeeping training Programme Unit
PTT	Project Tracking Tool
SCYCLE	Sustainable Cycles (SCYCLE) Programme unit
SDP	Social Development Programme Unit
TFTP	Technology, Finance and Trade Programme Unit
UN	United Nations
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNOSAT	United Nations Satellite Centre

Introduction

1. Reporting is an important part of the project management cycle and provides information on financial delivery and project performance and results. Besides being a condition for the disbursement of funds, whether from a donor to UNITAR or from UNITAR to an implementing partner, reporting serves important purposes for accountability and transparency. Reporting also documents the effective and efficient use of resources and contributes to informing evaluations, learning and decision-making.
2. The United Nations Institute for Training and Research (UNITAR) follows a structured, project-based approach to reporting. Project reports are generated in two primary directions: from IPs to UNITAR and from UNITAR to donors. Reports are further categorized into narrative and financial reports, which may in turn be interim or final depending on the project's lifecycle.
3. While UNITAR Programme Units are tasked with gathering and compiling information to meet the reporting requirements as contained in the contribution or IP grant agreements, reporting is not always seamless, as observed by the [Board of Auditors in its 2024 external audit](#). This raises concerns on the timeliness of the delivery of reports and its potential implications for the Institute's accountability and compliance with obligations.
4. To address these concerns, UNITAR conducted an evaluation of its reporting practices with donors and IPs.¹ Spanning the period from January 2020 to October 2024, the evaluation assessed the effectiveness of the reporting exercises and sought to identify contributing factors, processes, systems and mechanisms in place that influence the current practices, while also learning about what other UN organizations are doing.
5. This report documents the results from the evaluation and is structured as follows: The next section reviews the background and purpose of the evaluation, followed by a detailed description of the evaluation's methodology. The findings are organized around three areas: effectiveness in timely reporting, reporting processes/systems/mechanisms, and practices from other UN organizations. These findings address 13 key evaluation questions, culminating in conclusions, actionable recommendations, lessons learned, and supporting annexes.

¹ Disclaimer: While the evaluation was conducted independently, the Partnership and Grant Oversight Unit under the Division for Strategic Planning and Performance (where the evaluation function is also located) manages the Project Tracking Tool (PTT). The Institute uses the PTT as an online repository of partnership agreements and related documents, including donor and IP financial and narrative reports, and contains features such as automatic alerts to help Programme Units comply with reporting requirements. The findings, conclusions and recommendations presented in this report are based on a thorough analysis of available data, stakeholder input, and best practices. Every effort has been made to ensure objectivity, impartiality and credibility in the evaluation. The views expressed in this evaluation do not necessarily reflect those of the implementing partners, donors or any affiliated organizations.

Background and Purpose

6. UNITAR delivers on its budget and programme of work through projects, almost all of which are funded by earmarked voluntary contributions from donors and a growing number of which are implemented with IPs. Over the years and with the Institute's growth in its programme budget, the number of projects has increased significantly and with it, the number of narrative and financial reports required to be submitted from UNITAR to donors and received from IPs. The relative short duration of projects has intensified the challenges in meeting reporting requirements on a timely basis.
7. The Institute's management and reporting responsibilities at the project level lie with the Programme Units, which are required to develop and deliver projects and ensure that reports are submitted in a timely manner as recorded in donor and IP grant agreements. Since 2012, the PTT has served as the Institute's 'one-stop-shop' for recording projects and grants, including agreements, reports and related documents.²
8. In 2024, the external audit found that *"several narrative reports had been delivered with delays ranging from five days to seven months, in addition to financial reports also delivered tardily, with delays ranging from two days to six months"*. On the basis of the finding, the BoA recommended UNITAR to *"evaluate the strength and effectiveness of the current reporting structure, mechanisms and practices in place and develop a formal corrective action plan to reduce the risk of late reporting"* and *"ensure that reports are submitted to donors in accordance with the deadlines established in the signed agreements"*.³ The audit also found deficiencies with and issued recommendations to UNITAR on late IP grant reporting, as did an internal audit on IP management and reporting, which took place concurrently.
9. Shortly following the issuance of the audit reports, Management undertook some immediate actions to address shortcomings and mitigate against risks in the management of IPs, including the development of checklists and revisions to IP performance assessment with the aim to strengthen reviews and controls on grant management and reporting. The Institute also issued a revision to the Policy Guidelines on Agreements with Implementing Partners in quarter 4 of 2024, with new provisions introduced on compliance with reporting requirements as a condition for grant payments beyond the initial payment.
10. In pursuance of the above referenced external audit recommendations, the Planning, Performance Monitoring and Evaluation Unit (PPME) undertook the present evaluation to better understand and address the underlying reasons for reporting delays and to identify the current practices, challenges and develop recommendations to reduce delays in reporting to donors and from IPs to UNITAR.

² The PTT is an internal UNITAR online gateway to information and institutional memory on partners and partnership agreements. The PTT is not an exhaustive repository of project-related information, however. In the event any information registered in the PTT conflicts with dates or other information recorded in agreements or other documents, the dates or information in the agreements or documents would prevail. The PTT is not, however, a control mechanism and information recorded in the PTT does not inform the Institute's accounting or financial reporting.

³ See the [Financial Report and Audited Financial Statements for the year ended 31 December 2023](#) and [Report of the Board of Auditors](#)

11. The evaluation assessed the strength and effectiveness of donor and IP reporting, including the current reporting structure and monitoring mechanisms and practices in place, with a focus on the drivers and barriers of timely reporting between January 2020 and October 2024. In particular, the evaluation sought to:
 - a. identify factors/root causes for delays in reporting;
 - b. determine if there is a correlation between the delayed reporting and such factors such as project budget, duration, number of reports required, IP/programme capacity, IP/programme approaches, quality, donor expectations/requirements, additional informal reporting requirements, and use of reports (by UNITAR and donors, e.g. as a resource mobilization or as an accountability tool);
 - c. explain reasons for the potential variation across Programme Units;
 - d. formulate good practices and lessons learned; and
 - e. formulate recommendations with a view to improving the timeliness of reporting.
12. The scope of the evaluation⁴ includes donor and IP narrative and financial reporting during the period from January 2020 to October 2024.⁵ The report includes a small benchmarking exercise to assess practices and mechanisms against those of other UN organizations.

Methodology

13. The evaluation was undertaken in accordance of UNITAR's [Evaluation Policy](#), the [Operational Guidelines for Independent Evaluations](#), the [United Nations Norms and Standards \(UNEG\) for Evaluation](#) and the [UNEG Ethical Guidelines](#).⁶
14. Eleven of the thirteen evaluation questions (EQs) guided the evaluation focusing on the effectiveness and efficiency of reporting processes and practices. Two questions sought to gather experiences from other UN organisations.⁷ The EQs listed below guide the assessment under the evaluation findings.

Effectiveness in timely reporting:

- *How is timely reporting defined/understood by UNITAR, donors and IPs?*
- *To what extent do UNITAR and IPs adhere to reporting deadlines?*
- *What factors explain timely adherence to reporting obligations, including variables such as budget size, reporting frequency/reporting load, consequences of late reporting, IP/programme capacity, clarity of roles, quality of reports, and the intended use/purpose of reports?*
- *What are the root causes that explain noncompliance with reporting obligations?*
- *To what extent do reports meet the expectations of donors (and of UNITAR for IPs)?*

⁴ At the time of the evaluation, UNITAR's Management was undertaking a review of external and internal audit recommendations related to IP management. Following this review, the Policy Guidelines on Agreements to Implementing Partners were revised and issued in December 2024, with new or revised requirements for IPs on reporting. Earlier in 2024 and to comply with an internal audit recommendation, Management issued a checklist on IP reporting.

⁵ 2024 data may be partial given that the evaluation is initiated in October 2024.

⁶ The evaluation incorporated human rights, gender, disability, and equity perspectives throughout its methodology, data collection process, and findings.

⁷ See [Annex A. Terms of Reference](#).

- *To what extent have donors (and UNITAR for IPs) expressed concerns for late reports?*
- *To what extent does UNITAR adapt to changes in reporting requirements and can flexibility in timely reporting be reasonably tolerated and if so, under what conditions?*

Reporting processes/systems/mechanisms:

- *To what extent do UNITAR and IPs have a clear, structured process to ensure timely reporting?*
- *Do UNITAR and IPs have adequate resources (staff, tools and monitoring and control systems) to meet formal and, if applicable, informal reporting obligations?*
- *To what extent are reporting requirements negotiated with donors (and between UNITAR and IPs) in the preparation of agreements?*
- *What mechanisms help ensure timely preparation and submission of reports?*

Practices from other UN organizations

- What are the mechanisms and good practices in other United Nations entities⁸ for ensuring timely reporting to donors and from IPs?
- What actions have other entities taken to strengthen timely donor and IP reporting?

Evaluation phases, methods and tools

15. The evaluation followed a mixed methods approach, making use of quantitative and qualitative tools and techniques such as desk review for secondary data analysis, and survey and interviews for primary data collection. The mixed methods approach guided the three evaluation phases: Initial scoping/ evaluation design, data collection and analysis and reporting.
16. **Initial scoping/evaluation design:** In this phase, a stakeholder mapping was conducted⁹ and the sample of projects was determined with the data from the PTT.
17. Stakeholders in the reporting process were identified by profile, type and level of interest. The interests were categorized as *strategic for performance and operational* for the directors, while primarily *operational* for team leaders (focal points for technical reporting to donors), financial and administrative focal points within divisions and Programme Units, donors and IPs.
18. Additionally, the projects within the scope of the evaluation¹⁰ were identified. The total number of agreements¹¹ including their corresponding amendments between January 2020 and 31 October 2024, accounted for 1,197¹², from which 977 correspond to contribution agreements and 220 to IP agreements (see Figure 1).

⁸ Entities comparable in size or funding nature or working in the training and research area will be privileged.

⁹ See the stakeholders mapping in [Annex B](#)

¹⁰ Projects initiated before 2020 but with reporting obligations for the first and/or second quarter of 2020, were considered.

¹¹ For this evaluation, one agreement was associated to one project, although we acknowledge that in exceptional cases, one agreement might contain multiple projects.

¹² In total 1,737 donor contribution and IP grant out agreements were recorded, including amendments. Excluding amendments, this number is reduced to 1,197.

Figure 1 - Proportion of agreements recorded in the PTT as of 31 October 2024

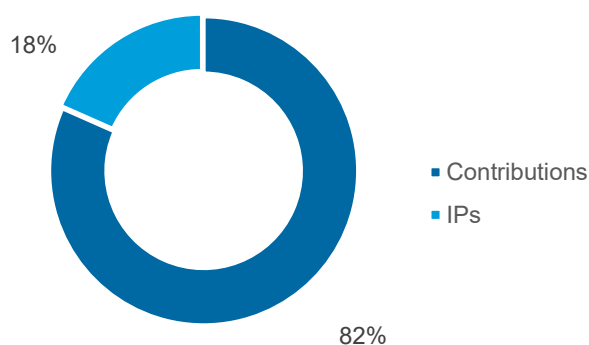
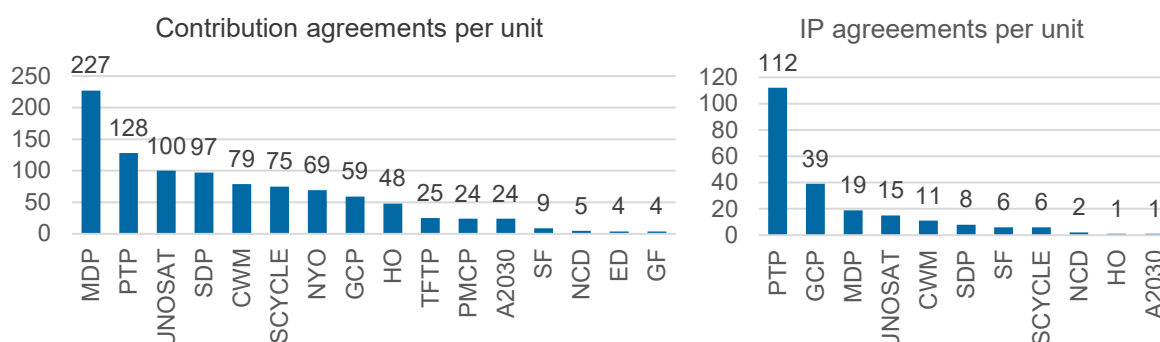


Figure 2 - Number of contribution and IPs agreements per unit as of 31 October 2024



19. The Programme Units with the highest number of contribution agreements within the scope of the evaluation are the Multilateral Diplomacy Programme Unit (MDP), the Peace-keeping Training Programme Unit (PTP) and the United Nations Satellite Centre (UNOSAT) with 227, 128 and 100 agreements, respectively. The units with the top three highest number of IP grant agreements are PTP, the Green Development and Climate Change Programme Unit (GCP) and MDP with 112, 39 and 19 agreements, respectively (see Figure 2).
20. At the time of the evaluation,¹³ the PTT contained 472 unique donors and IPs, with 352 entries as donors and 134 entries as IPs. Overall, the donors with the highest number of agreements are as shown in the Table 1 below:

Table 1. Donors and IPs with the highest number of agreements within the evaluation scope

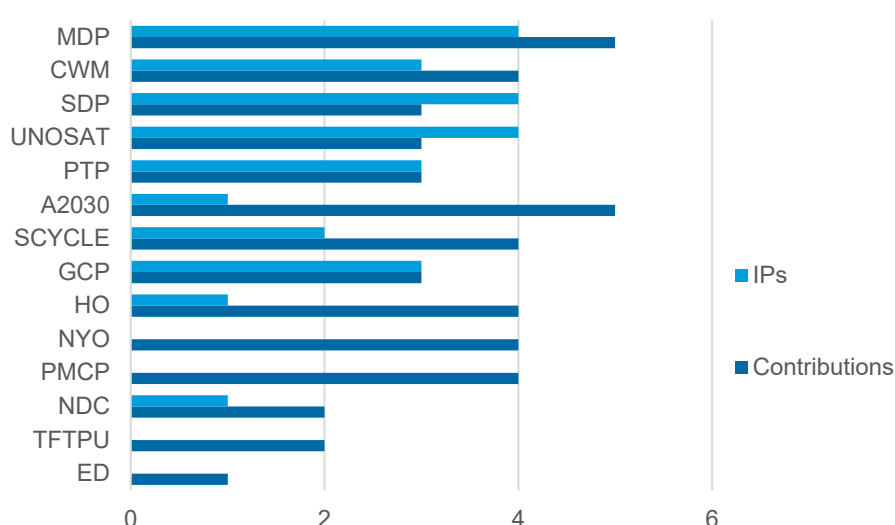
Name	Category	Number of agreements
UNEP	Donor	40
Impact Initiatives	Donor	36
Federal Republic of Germany-Minister of Foreign Affairs	Donor	32
Ministry of Foreign Affairs (MoFA)- Kingdom of Saudi Arabia	Donor	30
Japan Permanent Mission	Donor	30
United Nations Development Programme (UNDP)	Donor	28
Switzerland-Federal Office for the Environment (FOEN)-International Affairs Division	Donor	17

¹³ October 2024

Name	Category	Number of agreements
Norway-MoFA	Donor	16
Switzerland-Federal Department of Foreign Affairs	Donor	14
United Nations Office for Project Services (UNOPS)	Donor	13
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety - Government of the Federal Republic of Germany	Donor	13
Food and Agriculture Organization of the United Nations	Donor	12
L'école de Maintien de la Paix "Alioune Blondin Beye" EMPABB	IP	17
Tanzania National Police	IP	8
The Rwanda Peace Academy	IP	7
UNDP	IP	7
RWANDA National Police	IP	6
MGIMO-Federal State Autonomous Institution of Higher Education "Moscow State Institute of International Relations of the Ministry of Foreign Affairs of the Russian Federation"	IP	5
KOFI ANNAN International Peacekeeping Training Centre (KAIPTC)	IP	4

21. From the overall projects, a sample of 73 agreements¹⁴ was selected by considering the Programme Unit, type of agreement, project date, budget amount by donor or IP (top 3).¹⁵

Figure 3 - Selected sample by unit and type of agreement



22. After screening the sample and selecting the data collection methods and tools¹⁶, the survey and interview questions were drafted, reviewed and then deployed to UNITAR personnel and representatives from donors and IPs.
23. **Data collection:** During this phase, data was collected from the stakeholders identified using the quantitative and qualitative tools and methods developed in the previous stage.

¹⁴ See [Annex C](#) for the detailed sample.

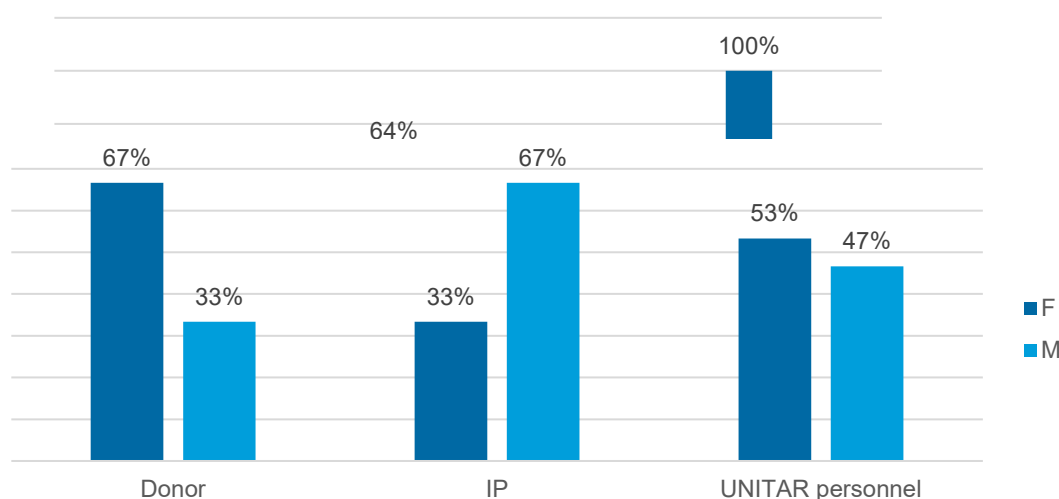
¹⁵ Some units do not have an extensive number of IPs; therefore less than 3 were selected.

¹⁶ See the [Annex D: Evaluation Question Matrix](#), [Annex E. Survey/questionnaires deployed](#), [Annex F. Questionnaires for the interviews](#)

A detailed document review¹⁷ was undertaken to obtain an understanding of internal policies, as well as the templates, instruments and mechanisms outlined within these policies for reporting purposes. Additionally, existing reports in the PTT—such as narrative and financial reports submitted to donors and received from IPs—were reviewed.

24. The evaluation made use of Artificial Intelligence (AI) to help draft the surveys to donors and IPs. ChatGPT was used to outline a survey “focusing on timely reporting from IPs to donors” and a survey “to donors trying to capture timely reporting and reporting processes from an organization to a donor”. The draft surveys obtained were reviewed, finalized and then used to complement the evaluation surveys drafted by the evaluation team, especially for the answer options for the multiple-choice questions.
25. A total of 37 interviews¹⁸ including individual and group interviews were conducted between December 2024 and January 2025, comprising the participation of 19 UNITAR personnel, 10 donor representatives, 14 IP representatives and 4 individuals from other UN organizations (for the benchmarking exercise). See Figure 4.

Figure 4 - Percentages of interviewees by gender and stakeholder type



26. The surveys were deployed and open between 2 and 20 December 2024 with the response rates of UNITAR personnel, donor and IP representatives at 29 per cent, 18 per cent and 24 per cent, respectively. The total of survey respondents was 27 of which 14 were female. See Figure 5.
27. Overall, 85 per cent of the Programme Units actively participated in the data collection process for the evaluation, with engagement from 46 per cent of programme managers/head of offices.
28. **Analysis and Reporting:** Once the data and information were gathered, it was triangulated, cross-referenced and synthesized into key findings, recommendations, lessons learned and good practices.
29. The triangulation process involved synthesizing data obtained from multiple sources, including the PTT, interviews, surveys and relevant institutional documents, such as

¹⁷ See [Annex G. List of documents reviewed](#).

¹⁸ See [Annex H. List of persons interviewed](#)

policies, frameworks and Output Delivery Verification Reports (ODVs). Data from the PTT included verification of dates related to the submission of narrative and financial reports, as well as confirmation that the grant disbursement dates aligned with the terms outlined in the agreements.

30. Gender considerations were mainstreamed into all engagement methods. Due to the nature of the evaluation, there was limited room for human rights and environmental considerations. Human rights considerations were included for the most part from a gender lens.
31. **Rating system:** Based on the data collected, a judgment was provided to answer the evaluation questions based on a six-point scale from highly satisfactory to highly unsatisfactory¹⁹. The definition of each point-scale is described below:
 - **Highly satisfactory:** Under the concerned criterion, the activity (project, programme) achieved or surpassed all main targets, objectives, expectations, results (or impacts) and could be considered as a model within its project typology.
 - **Satisfactory:** Under the concerned criterion, the activity (project, programme) achieved almost all (indicatively, over 80-95 per cent) of the main targets, objectives, expectations, results (or impacts).
 - **Moderately satisfactory:** Under the concerned criterion, the activity (project, programme) achieved the majority (indicatively, 60 to 80 per cent) of the targets, objectives, expectations, results or impacts. However, a significant part of these was not achieved.
 - **Moderately unsatisfactory:** Under the concerned criterion, the activity (project, programme) did not achieve its main targets, (indicatively, less than 60 per cent) objectives, expectations, results or impacts.
 - **Unsatisfactory:** Under the concerned criterion, the activity (project, programme) achieved only a minority of its targets, objectives, expectations, results or impacts.
 - **Highly unsatisfactory:** Under the concerned criterion, the activity (project, programme) achieved almost none of its targets, objectives, expectations, results or impacts.

Limitations

32. The evaluation faced several limitations, primarily during its scoping and data collection phases.
33. **Limitations in the Scoping Phase.** The evaluation relied on the PTT to select the sample. As report information in the PTT does not reflect the actual date a report is submitted (but rather the date a report is issued), assessing the timeliness of reports is based on the assumption that the report date and submission are the same, although in reality the evaluation acknowledges that this may not always be the case. This limitation is particularly significant in cases where reports require corrections and reissuance without dates changing. Furthermore, in some cases, some reports did not contain dates.

¹⁹ The rating system is based on a six-point scale developed by the International Fund for Agricultural Development (IFAD).

34. To mitigate this limitation, the evaluation cross-referenced data through interviews and surveys to ensure the evaluation questions were addressed effectively. To estimate the number of days delayed in submitting the reports, the evaluation relied on the date contained in the financial and narrative reports, resulting in missing values for the reports that did not specify a date. Therefore, late reporting for an agreement is estimated based only on the reports available in the PTT with a submission date. Missing values were also assigned when the reports were not uploaded into the PTT. The limited amount of data did not allow an exploration of all potential factors that could have been related to late reporting. This were, however, explored using qualitative data collected through key informants' interviews (KIIs).
35. The evaluation's scope covered a period of close to five years during which revisions and additional requirements were made to applicable policies, with important changes taking effect in 2023 and particularly in 2024, potentially influencing outcomes and complicating direct comparisons across the years.
36. **Limitations in the Data Collection Phase.** The timing of data collection in December presented challenges, with the high fourth quarter workload and approaching end of year holidays. Consequently, this timing impacted the response rate for surveys and interviews, as some stakeholders were unable to participate and therefore, the representation of project managers at UNITAR, donors and IP was limited.
37. Accessing donor and IPs contacts was also proved difficult. Some staff turnover among UNITAR, donors and IPs,²⁰ combined with responses that relied heavily on memory recall, introduced further limitations. Memory-based responses risk losing critical details or providing inconsistent accuracy (recall bias).
38. **Broader Evaluation Scope.** Another key challenge stemmed from the broad scope of the evaluation, which assessed reporting processes as a whole. This generalized approach may overlook donor-specific nuances and variations. To address this, the evaluation included examples of good practices to highlight effective approaches despite these variations.

²⁰ Some interviewees were not involved in the first part of the reporting processes, and provided their perspectives based on the time worked at and with (in case of donors representatives) UNITAR or based on comments from their former colleagues.

Evaluation Findings

39. The evaluation's findings are presented below under each key evaluation question.

Effectiveness in Timely Reporting

Rating: Moderately Satisfactory

Evaluation Question (EQ) 1.1: How is timely reporting defined and understood by UNITAR, donors and IPs?

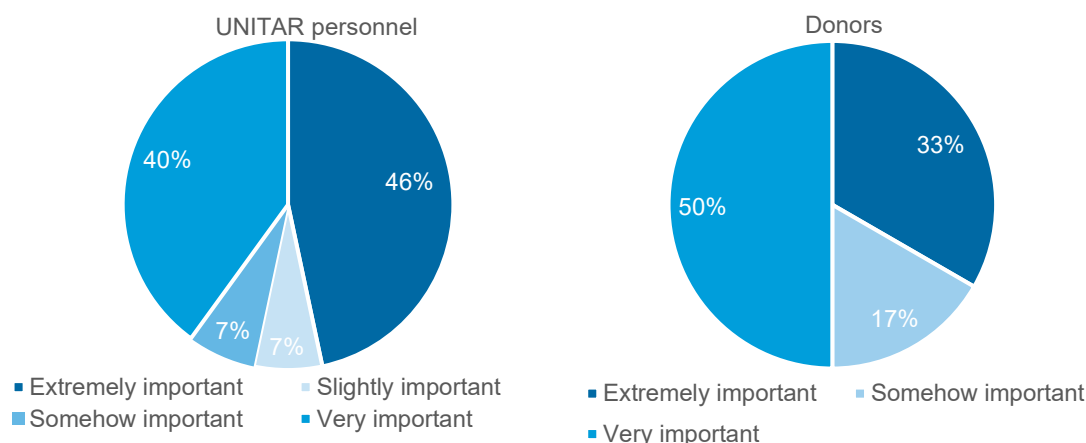
40. Timeliness is defined as “the fact or quality of happening at the best possible time or at the right time”.²¹ A review of UNITAR policies and procedures²² revealed the absence of a definition for “timeliness”. However, the notion of timelines is referenced in the Managing for Results Policy within the description of “Reporting” as part of the Results-Based Management processes. *“Reporting is the systematic and **timely** provision of essential information used as a basis for decision-making at appropriate management levels. Reporting is an integral part of the monitoring function synthesizing monitoring data for internal and/or external reporting.”*
41. The policy mentions the reporting formats and its corresponding tools and requirements, indicating Programme Units and hosted partnerships as responsible for narrative project reports (for donor reporting); and required to be delivered as per donor agreement and project document. This responsibility is also contained in the Policy Guidelines for Agreements on the Acceptance of Contributions for Specific Purposes, stating:
- *Programme Managers are responsible for ensuring that **all financial and/or narrative reports** are submitted to donors as **specified in the relevant agreement**.*
 - *Requests for the issuance of financial reports shall be made by the Programme Manager to the Finance and Budget Unit **within 10 business days** before the specified reporting deadline. Issuance of financial reports will be made to the relevant Programme Manager.*
42. Regarding the formats and timeliness of IP reporting, the Policy Guidelines for Agreements with Implementing Partners, revised in December 2024, states that *“the interim financial report covering a calendar year shall be submitted by 10 January of the following calendar year”* and the *“final narrative and financial reports shall be submitted as per the main agreement”*; and *“UNITAR grants a grace period of four weeks for the delayed submission of IP financial or narrative reports without the need for written justification, provided that the grace period does not affect UNITAR’s reporting requirement to donors.* This provision was added to the policy guidelines in the latest revision to help mitigate against late IP grant reports.”
43. **UNITAR personnel and donors** acknowledged the importance of meeting the set reporting deadlines. The survey deployed to UNITAR personnel revealed that 86 per cent of respondents consider that meeting reporting deadlines in agreements to be extremely

²¹ [TIMELINESS | English meaning - Cambridge Dictionary](#)

²² See [Annex G. List of documents reviewed](#)

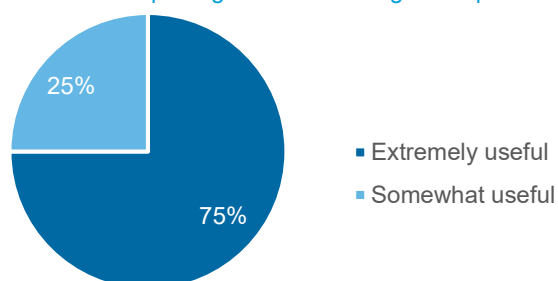
or very important for their units (see Figure 6). Meeting reporting deadlines was also considered of high importance (extremely or very important) for donors. However, 37 per cent of personnel interviewed expressed a parallel perspective, emphasizing that timeliness in reporting is important but less critical compared to the successful delivery and quality of project outputs, as well as the level of donor satisfaction with the implemented projects.²³

Figure 5 - Importance of meeting reporting deadlines for UNITAR personnel and donors



44. During interviews, UNITAR personnel highlighted that even though deadlines are a “means to deliver”, there is a need to understand the factors affecting timeliness. These factors include the size and type of the project, the capacity of the programme team and the reliance on collaboration with the Finance and Budget Unit (FBU) to prepare and complete the financial reports.²⁴
45. For donors, timeliness is defined and understood strictly in accordance with the provisions and terms specified in the contribution agreements, highlighting the relevance of good communication in case of delays and within the framework of their internal reporting periods.²⁵
46. For IPs, timely reporting aligns with the definition provided by donors and is regarded as an extremely or very useful exercise for documenting the implementation of grant activities (see Figure 7). However, it is important to consider factors that may delay the completion of reports, such as the initial transfer of grant funds and internal processes that can impact the grant implementation timeline.

Figure 6 - Usefulness of reporting for documenting the implementation activities for IPs



²³ See also findings under evaluation question [1.2](#).

²⁴ More details on the factors influencing the timeliness in the reporting processes are found under the evaluation question [1.3](#).

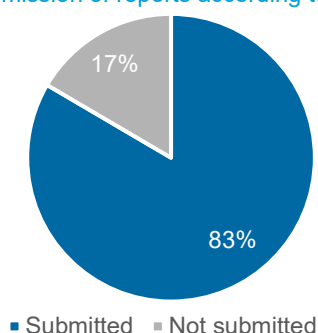
²⁵ More on the flexibility of donors under evaluation question [1.6](#).

47. Hence, the definition of timely reporting for UNITAR personnel, donors and IPs is linked to the general definition of compliance to the deadlines and reporting formats established in the agreements. However, the understanding of timeliness also involves proactive communication during the implementation process, ensuring transparency, accountability, flexibility and confidence in achieving successful results.

EQ 1.2: To what extent do UNITAR and IPs adhere to reporting deadlines?

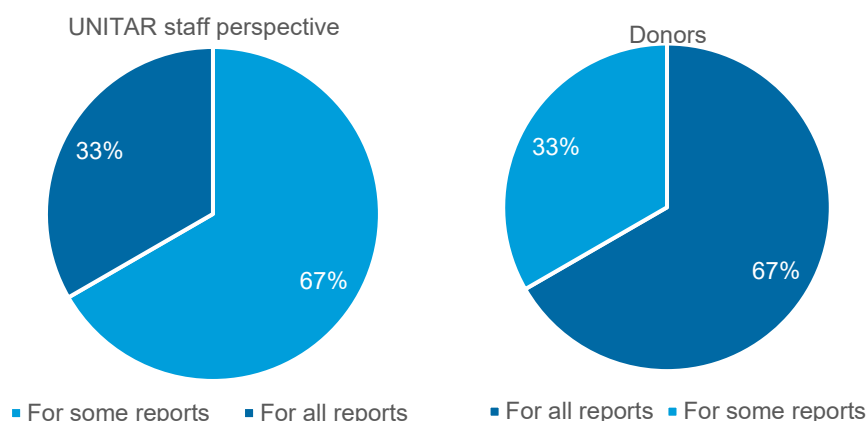
48. The PTT recorded a total of 1,498 narrative or financial reports scheduled for submission under agreements recorded from January 2020 to October 2024. Of these reports, 1,250 (or 83 per cent) were delivered and uploaded to the platform, including IP reports. However, there are 248 narrative or financial reports due which have not been submitted for uploading on the PTT platform, as illustrated below in Figure 8.

Figure 7 - Submission of reports according to the PTT



49. The evaluation learned from key informant interviews that in many cases, Programme Units have submitted reports to donors without being uploaded on the PTT. Moreover, while The PTT records the uploading date of a required report, the actual submission date to the donor (or from the IP to UNITAR) is not recorded. Submission dates can only be deduced when e.g. a donor or UNITAR in the case of IPs has countersigned a narrative report. UNITAR is not able to reliably report on timeliness of the submission of reports.
50. According to the survey results, only 33 per cent of surveyed UNITAR personnel has been able to send all the reports before or by the deadline, and 67 per cent have sent some of them on time (Figure 9). However, during the interviews, all UNITAR personnel expressed their commitment to meeting reporting deadlines and some acknowledged challenges meeting deadlines, particularly for the financial reports. While narrative reports are typically submitted on time, financial reports often face delays due to the internal processes required for their preparation and finalization.

Figure 8 - Adherence to reporting deadlines set in the agreements, survey results from donors and UNITAR personnel



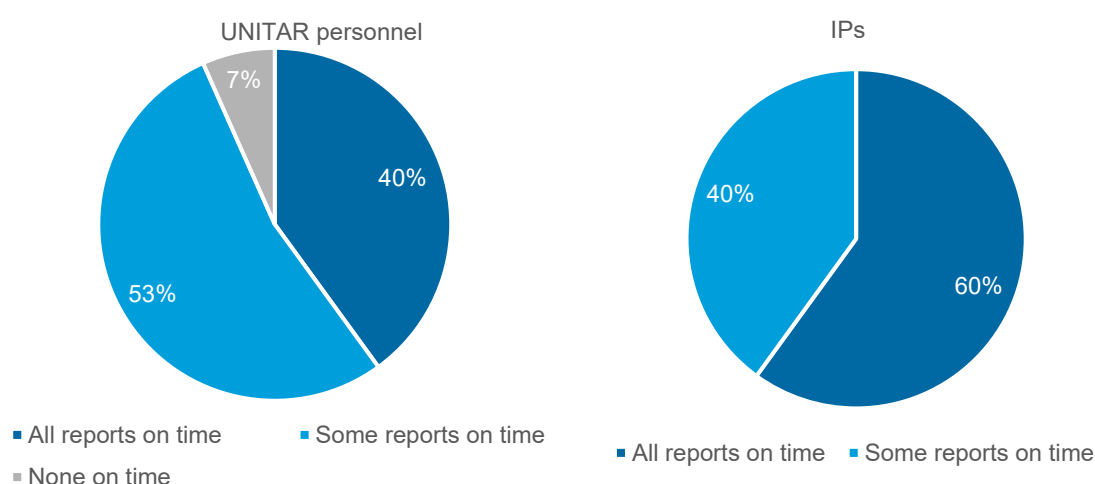
51. A factor emphasized regarding adherence to deadlines is the importance of maintaining open and effective communication with donors. In cases of delays, this communication fosters understanding and flexibility, as donors are kept informed about the progress of project implementation. Consequently, adherence to deadlines is perceived as less critical when nuanced with maintaining consistent, transparent communication with donors and delivering high-quality results that build trust over time. In the words of one stakeholder: *“Deadlines are means to deliver that’s understandable but what counts most to the donor [...] is the quality of what we have delivered”*.
52. Considering the donors’ perspective, 67 per cent of donor respondents were of the opinion that UNITAR adheres to their reporting deadlines. While acknowledging occasional delays in the delivery of financial reports, donors indicated overall satisfaction with compliance of deadlines given the good communication within the implementation period of the agreements²⁶ (see Figure 9). Donor stakeholders interviewed emphasized the absence of significant issues or pushbacks related to deadlines, with some even noting that reports are often received ahead of schedule.
53. The remaining 33 per cent of the donor respondents reported that UNITAR does not consistently adhere to reporting deadlines, but they are not necessarily unsatisfied with UNITAR’s compliance with reporting deadlines.²⁷ The timeframe of the delays mentioned in interviews vary from two days to four months.
54. Regarding the adherence of IPs to the reporting deadlines, it is important to highlight that not all Programme Units work with IPs on regular basis. Some, such as the New York Office (NYO), the Peacemaking and Conflict Prevention Programme Unit (PMCP), the Technology, Finance and Trade Programme Unit (TFTP) and the Agenda 2030 Programme Unit (A2030) have no or minimal interaction with IPs (see previous Figure 3).
55. Insights on engagement with IPs revealed varying perspectives. For some units, IPs are represented by beneficiary countries and the corresponding ministries related to the thematic area, while for others, they consist of consortium partners seen as responsible to co-deliver the results.

²⁶ More is said on the compliance of expectations in the evaluation question 1.5.

²⁷ See more about donors concerns for late reporting under EQ [1.6](#).

56. Taking into consideration the above, the evaluation revealed that 73 per cent of interviewed UNITAR personnel indicated IPs' noncompliance with reporting deadlines, particularly for financial reports, despite being generally satisfied with the delivery of activities. As one respondent observed, *"I would say most of the time [we are] more satisfied on the operations front on their delivery ability to implement fully. On the reporting project management side, I would put a little bemol here and saying like 80% in a sense that's where sometimes it's a bit more complicated to have the reporting on time and so on. But I think they face the same challenges as us. Sometimes the person responsible to provide the [narrative] report is not the one [for financial] or is the only one who worked on the project. So, they are gathering [the information], or waiting for colleagues inputs and [at the end] it doesn't come on time."* This observation aligns with survey results, where 60 per cent of surveyed staff reported that IPs met the set deadlines for some reports or did not meet them at all.

Figure 9 - Percentage of IPs meeting reporting deadlines as reported by surveyed UNITAR and IP personnel



57. From the perspective of IPs, 60 per cent of survey respondents reported submitting their reports on time; however, 71 per cent of the interviewed IPs acknowledged the challenges of meeting deadlines and 57 per cent indicated they had submitted the reports with delays from the initial agreement deadline which usually comprises one to two weeks of delay. In two cases of longer anticipated delays (two months), an amendment to the agreement was signed. However, when double-checking against the reports available on the PTT, it was found that only 25 per cent of the IPs delivered the narrative/financial reports on time.
58. The evaluation found that while both UNITAR and its IPs demonstrate commitment to adhering to reporting deadlines, significant challenges persist, particularly with financial reports. Nonetheless, strong communication with donors, and a focus on delivering quality results mitigate the impact of these delays on overall stakeholder satisfaction.

EQ 1.3: What factors explain timely adherence to reporting obligations, including variables such as budget size, reporting frequency/reporting load, consequences of late reporting, IP/programme capacity, clarity of roles, quality of reports, and the intended use/purpose of reports, amongst others?

59. The evaluation identified several key factors that drive or hinder the adherence to reporting deadlines, particularly for financial reports. These factors are summarized as follows:

60. **High reporting workload and resource constraints:** During the interviews, respondents from some Programme Units raised staff capacity limitations, with 60 per cent of UNITAR personnel surveyed suggesting that this factor represents a significant challenge, not just in terms of donors' reporting deadlines but also for IPs in meeting theirs, as shown in Figure 11. To address this issue, most interviewees highlighted that they actively seek to negotiate and minimize the number of required reports, aiming to reduce staff workload and ensure the feasibility and quality of meeting reporting demands. Given that late reporting occurred for Programme Units of all sizes,²⁸ a correlation between programme size and late reporting was not found. However, there was a correlation between late reporting and the number of reports required per project agreement, which could reflect the project teams' workload.
61. **Budget size of the project and donor relationship:** Budget size was found as one of the primary determinants of the complexity and frequency of reporting requirements. Across units, projects with bigger budget size are prioritized in terms of compliance of deadlines. However, projects with smaller budgets that represent frequent contributions to the Programme Unit also demand attention, particularly as reporting deadlines approach. If none of these criteria apply, there are higher risks to miss the deadlines, meaning that while small projects generally take less time to complete (often one or two days, including financial reports), the compressed timelines and competing priorities increase the risk of missing deadlines. A review of the data of the sampled projects confirms that late reporting occurs for both small and large size budget projects. Moreover, the data suggests that late reporting occurs more for projects with larger budgets, probably reflecting the complexity of such reporting exercises.
62. **Quality and use of reports:** For some Programme Units and particularly those focused on research outputs, quality is preferred over timeliness given that the project outputs are used as inputs for other research in the field and decision-making. Other units reported uncertainty about the practical use, application and impact of the reports they prepare for donors, recognizing their need to enhance reporting methods for greater effectiveness and relevance for donors.
63. **Awareness and monitoring of deadlines and projects:** Timely reporting relies heavily on the awareness of deadlines among project managers and the broader team. Regular monitoring of timelines, particularly for large and high stakes projects, plays a vital role in ensuring compliance. It was found that automated systems, such as PTT messages or regular checks in the Quantum Enterprise Resource Planning (ERP) system, have been helpful in raising awareness on upcoming deadlines.
- Good practice:** UNOSAT has a Monitoring and Evaluation (M&E) focal point for constantly gathering data and being prepared at any time for reporting. This has proven effective for delivering their narrative reports before the deadlines and making good impression on their donors. The presence of staff specifically focused on M&E ensure systematic tracking of progress and accurate documentation, which are critical for accountability and transparency, and for enhancing the quality and timeliness of reporting.
64. **Joint administrative processes/roles and financial awareness:** As mentioned above the evaluation revealed that meeting deadlines for financial reports is generally more

²⁸ The definition used for this comparison is: large Programme Unit (programme budget for 2024-2025 as of \$ 9 million), medium (between \$ 4 and \$ 8.9 million), and small (up to \$ 3.9 million). EDO was not included in the classification.

challenging than for narrative reports. One primary reason was personnel's level of experience with the financial management system Quantum.²⁹ This management system was introduced in 2023, replacing the previous ATLAS ERP.

65. Several interviewees mentioned the lack of readily available financial information on Quantum. They mentioned that this limitation makes it difficult for teams to track project expenditures and avoid risks of under- or over-expenditure. However, other units with designated financial or administrative focal points reported that all expenditures are accessible in Quantum. It underscores the need to enhance team skills and training on using the ERP effectively.
66. Aligned with the above, many units mentioned that requests for financial information or reports often experience significant delays. Additionally, when responses are provided, the information for preparing the financial reports as per the donor requirements³⁰ is frequently not well-organized or presented in an understandable format.
67. When looking at the delays in the response to the requests it was found that the lack of closure of project operations prevented financial closure. While Programme Managers may submit their financial information requests, these requests cannot be processed until all project-related activities and obligations are completed.
68. In this regard, it is important to highlight that while there is a clear directive on the timeframe within which programme managers must submit their requests (10 business days before the specified reporting deadline), the evaluation found no indication of the expected response time for addressing requests.

Good practice: GCP and CWM have an administration focal point in charge of following-up to ensure compliance with financial reporting requirements to donors and from IPs. The focal point manages the data available in Quantum for drafting a financial report according to the agreements and following the standard financial categorization. This practice eases the process for obtaining the financial reports faster.

69. **Timeliness of IP Reporting:** During the interviews, it was also found that the timeliness of IP reporting is another factor affecting UNITAR's ability to submit reports to donors. Financial and narrative reports for reporting to donors often require data, performance metrics and financial details from IPs. When IPs fail to submit their reports on time, it creates a bottleneck in the reporting process. This delay is particularly problematic for financial reports, where all financial obligations must be reconciled before submission. Late IP reporting can lead to cascading delays in data validation, report preparation, and eventual submission to donors. However, a review of the sampled projects³¹ indicates that for those projects that experienced delays in reporting, only 33 per cent awarded grants

²⁹ [Quantum](#) is a management system that leverages cloud-based technology to deliver business processes smarter, faster and more intuitively. It provides with tools and technologies related to Human Resources, Project and Portfolio Management, Procurement and Logistics and Financial Management. Quantum was developed by UNDP and consortium partners UNCDF, UNITAR, UN Women, UNSSC, UN Volunteers and UNU.

³⁰ According to FBU, there are two types of financial reports issued: "Standard report" according to UNITAR accounts and "Non-standard report" as per the donor requirement.

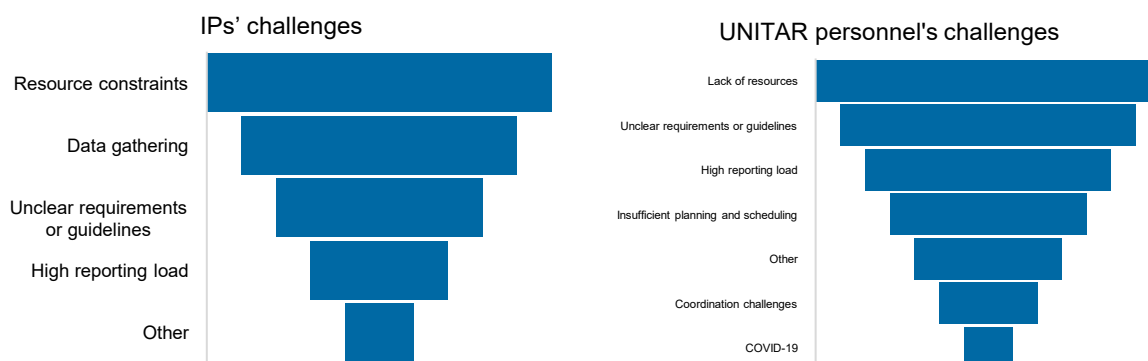
³¹ Information on reporting timeliness is only available for 68 per cent of the sampled projects (32 out of 47 projects). From these, the majority submitted late the agreed reports (75 per cent), for which the correlation needs to be read with caution.

to IPs. Working with IPs and the number of grants awarded to IPs by project was not linearly correlated with late reporting.

70. It is also relevant to note the inter-connected factors that influence delays in IP reporting such as socioeconomic development, resource constraints (access to funds and limited IPs capacities) and access to data.
71. **Socioeconomic development:** From the interviews, it was found that IPs reporting performance across different Least Developed Countries (LDCs) or developing countries vary, having more or less limited capacity to comply with the deadlines than those from developed countries, especially in financial aspects. Many local partners do not have dedicated financial departments, and they rely on basic record-keeping practices, which may not align with the detailed reporting templates provided by UNITAR.
72. Also, operating in conflict-affected areas presents significant challenges in gathering information for reports. Limited access, unstable environments and security risks delay data collection and validation processes.
73. A review of the sampled projects suggested that 63 per cent of the reports that were delivered late originated from developing or least developed countries. However, the correlation coefficient indicated that being from a developing or least developed country had only a weak positive correlation with late report delivery.
74. **Access to funds:** Delays in fund disbursement to IPs were found to negatively impact the timely execution of activities, leading to incomplete fund utilization. This, in turn, delays subsequent payments, which further postpones the implementation of the next phase of activities and ultimately delays the submission of reports.
75. **Unclear guidelines or reporting requirements:** It was found that sometimes templates were perceived as not “user-friendly” by UNITAR personnel, especially for financial reports, which in most of the cases is not properly filled by IPs. In this regard, UNITAR personnel also mentioned that there are several challenges on the financial report completion by IPs given their limited capacities³² on financial aspects. However, IPs surveyed and interviewed suggested the templates for reporting were useful to complete the reporting exercises, but additional guidance is needed to complete such templates. This is illustrated by requests from IPs for closer guidance, e.g., meetings with UNITAR personnel.
76. **Administrative Delays:** Administrative hurdles, such as obtaining necessary approvals or forms from their corresponding authorities in IPs organizations, can delay reporting. For example, in some cases, obtaining signatures for clearing reports, while important, added weeks to the timeline, though trust between parties mitigated the overall impact.
77. **Data gathering challenges:** It was found that some IPs have challenges to gather the data from their implementation of activities given that they do not always have M&E systems or focal points in charge of it.

³² More on UNITAR personnel and IPs capacities to meet reporting obligations under EQ [2.2](#).

Figure 10 - Challenges faced by IPs (left) and UNITAR personnel (right) in meeting reporting deadlines, according to surveyed UNITAR personnel



78. In summary, the evaluation identified several factors influencing UNITAR's ability to meet reporting deadlines, particularly for financial reports. Challenges include delays in accessing and processing financial data, unclear policies, purpose of the reporting exercise, dependency on IPs with limited capacities and factors such as resource constraints. High reporting workloads, understaffing and competing priorities further strain the process, with larger and smaller projects both facing risks of delays. Additionally, delayed fund disbursements and unclear reporting guidelines further hinder timely reporting from IPs. Despite these challenges, good practices such as the use of M&E and administrative focal points, automated systems and reminders and regular monitoring have demonstrated success in improving timeliness and compliance.

EQ 1.4: What are the root causes that explain noncompliance with reporting obligations?

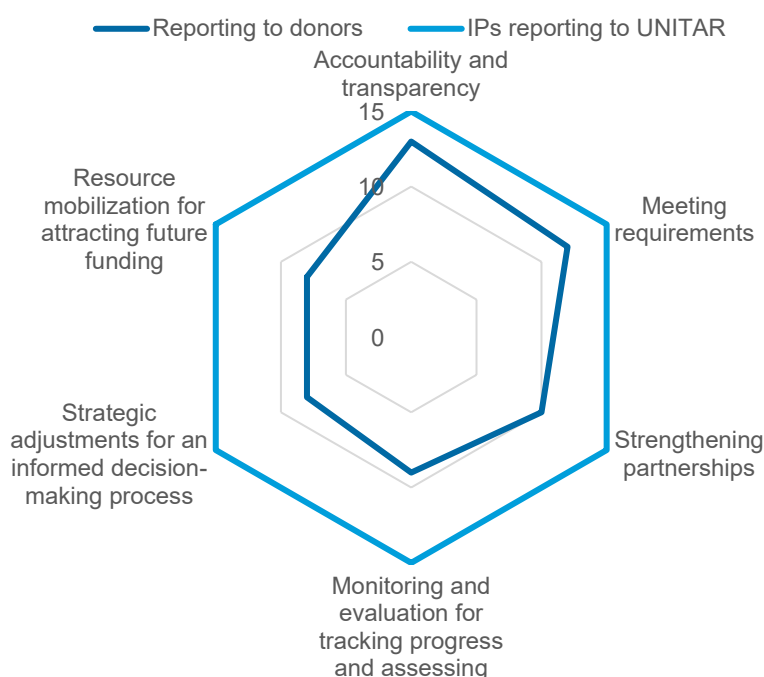
79. The evaluation found that root causes that explain noncompliance with reporting obligations to donors and from IPs to UNITAR are organizational and procedural challenges in both UNITAR and IPs, relevance and purpose of the reporting processes for UNITAR and IPs and lack of shared vision and responsibility on the consequences of late reporting.

80. **Organizational and procedural challenges:** As introduced under EQ 1.3, the evaluation found that there is not a defined timeline for the internal reporting procedures, beyond the 10-day timeline for Programme Units to submit a request to FBU to produce financial reports for donors. Depending on FBU's workload, it can take one day to several weeks to answer to a request for the financial reports, but this is also dependent on the time when the Programme Units send the request.

81. However, there is no specified turnaround time for FBU to answer requests from Programme Units; hence, Programme Units cannot plan accordingly, including the time required to rearrange the accounts obtained from FBU extracted with the "agreement" format. For Programme Units without dedicated administrative or financial focal points, the time required to reorganize accounts "as per the agreement" can extend up to two days, particularly for complex projects such as those involving trust funds.

82. On this aspect, it was also found that some IPs face organizational challenges to complete the financial reports. Furthermore, procedural and process challenges involve some “inflexible” UNITAR reporting systems for IPs who have limited capacity to accomplish UNITAR’s requirements, leading to delays in the closure of project operations. In this regard, missing invoices or receipts were mentioned.
83. Regarding the relevance and purpose of reporting, for UNITAR personnel, the three primary purposes of reporting to donors and IPs to UNITAR are to ensure accountability and transparency, fulfil requirements and strengthen partnerships. While the relative importance of these purposes varies slightly for UNITAR personnel responsible for donor reporting, they hold similar significance for IPs reporting to UNITAR, highlighting a shared emphasis on these key objectives across both contexts, as shown in Figure 12.

Figure 11 - Purposes of reporting processes for UNITAR staff



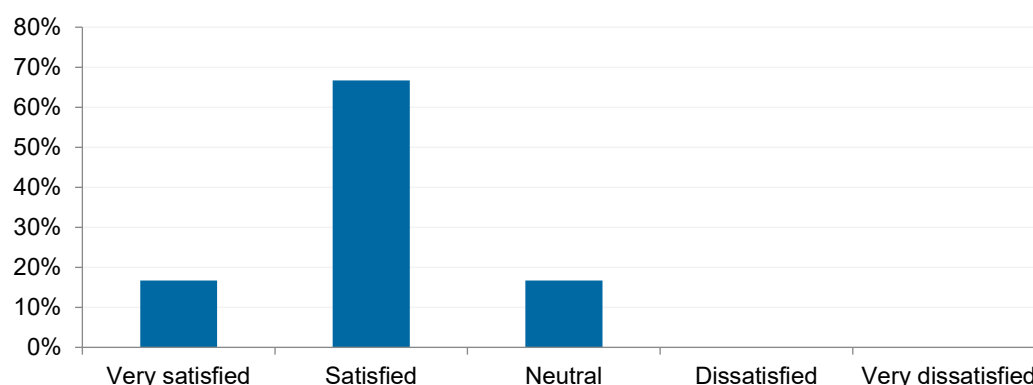
84. UNITAR personnel positioned reporting as a key element in partnership development. Given that Programme Units perceive the usability of UNITAR reports as a key factor in securing additional funding, ensuring timely delivery of these reports ahead of critical funding periods is essential.
85. However, UNITAR personnel often prioritize urgent tasks encountered during project implementation over reporting obligations, which reflects an organizational tension between operational demands and accountability requirements. Some interviewees also described reporting as a formal requirement, noting that their strong communication with donors often keeps donors informed of project implementation. Furthermore, project managers and IPs often view reports as merely tools for tracking progress, without acknowledging their broader institutional value.
86. Considering the IPs surveyed, 75 per cent of respondents consider extremely useful the reporting exercise for documenting the implementation of activities as stipulated in the agreement.

87. From the donors' perspective, these reporting processes are part of accountability, transparency and monitoring mechanisms to track progress and results of their contributions, and to feed internal reports and communicate on the impact of the provided funds to different stakeholders, but also to the leaders in their corresponding institutions. In the words of one donor stakeholder: "We share among relevant colleagues and is used in different processes as well as inspiration and input to other trainings we support".
88. Some donors use the information from reports to create content for internal publications and as a basis for securing additional funding, showcasing an opportunity for further collaboration and resource mobilization.
89. Finally, on the absence of a shared vision and responsibility regarding the consequences of late reporting, it was found that there is a perception that the reporting processes are only the responsibility of a few people among the Programme Units or mainly the responsibility of Programme Managers, and consequently UNITAR personnel does not feel personally accountable for meeting reporting deadlines. That can lead to the reporting task being deprioritized, with no urgency to meet the deadlines. "Reporting is everyone's business".

EQ1.5: To what extent have donors (and UNITAR for IPs) expressed concerns for late reports?

90. Only 22 per cent of donors interviewed expressed concerns on late reports, and these concerns only focused on delayed financial reports. The concerns expressed were mainly due to the donors' need to meet their own financial closure deadlines. Similarly, as an indirect indicator of this aspect, 83 per cent of the donors surveyed were "very satisfied" or "satisfied" with UNITAR's adherence to reporting deadlines.

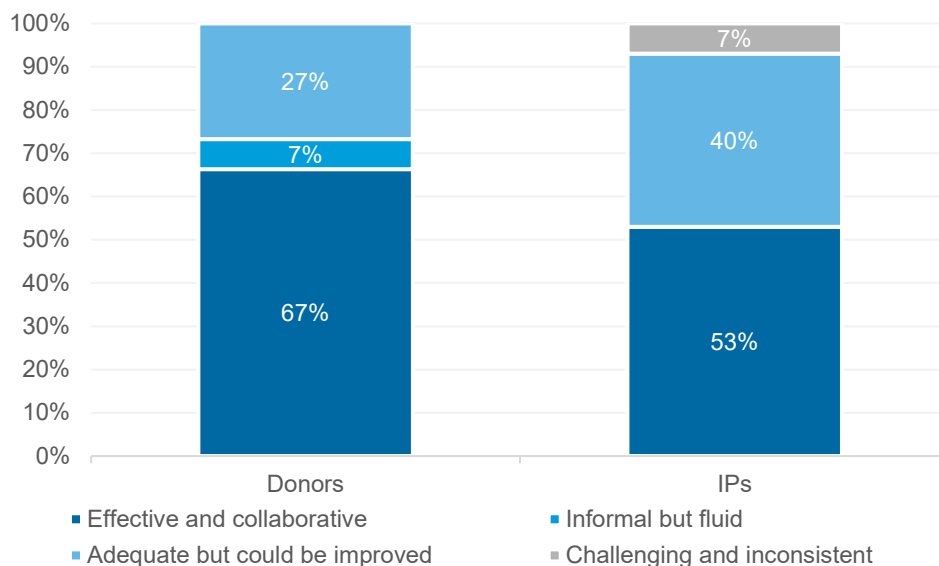
Figure 12 - Donors' satisfaction with UNITAR's adherence to reporting deadlines



91. The evaluation found that most donors did not perceive delays as highly problematic when communicated in advanced, with some highlighting that UNITAR reports are well-prepared and transparent. For instance, one donor explicitly stated "no concerns," while another commended UNITAR's reporting quality based on long-term experience. In this regard, a key factor for avoiding concerns for late reports is effective communication, as introduced under EQ [1.2](#).

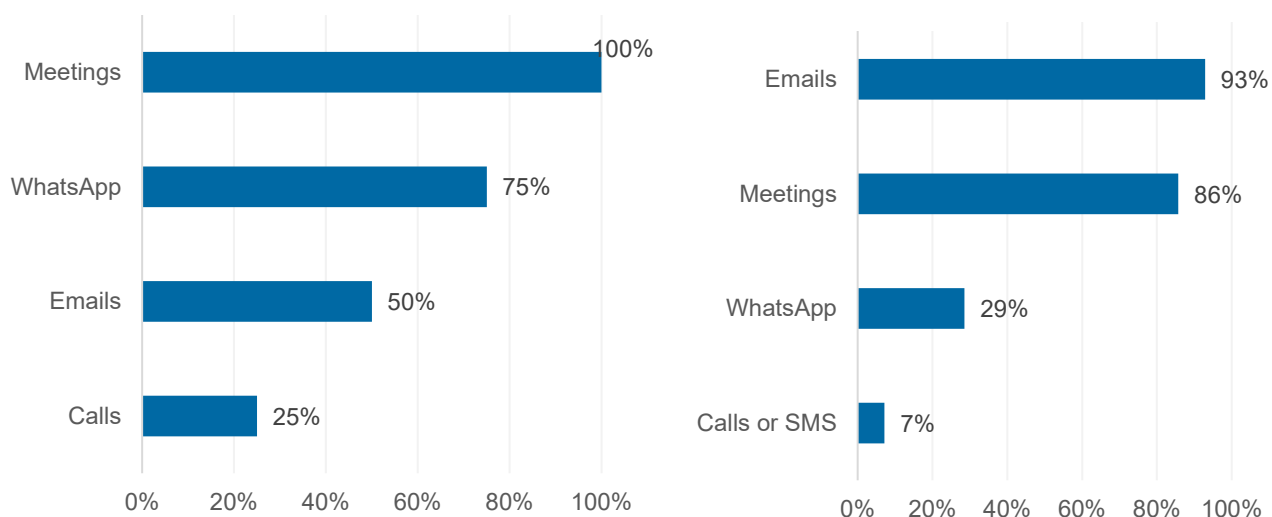
92. The survey with UNITAR personnel revealed that in 67 per cent of the cases, communication with donors was described as “effective and collaborative”. It was found that this regular engagement occurs at both senior and technical levels, especially during critical periods such as negotiations, planning cycles and reporting milestones.

Figure 13 - Communication with donors and IPs as assessed by UNITAR personnel



93. Similarly, while delays occurred for the majority of reports submitted by IPs, only 25 per cent of UNITAR personnel interviewed shared concerns for late reporting. In most cases, expected delays are communicated to the UNITAR focal point, who shows flexibility on meeting reporting deadlines. Delays from IPs in reporting are also communicated by UNITAR to donors.
94. Communication with IPs is also characterized as collaborative, given the close and straightforward communication and the nature of their relationship. Communication with IPs was found to be even closer than with donors, as partners are deeply involved in the delivery of activities, which requires monitoring by Programme Units. This informal communication is held through channels such as emails, meetings, WhatsApp and calls or text messages.

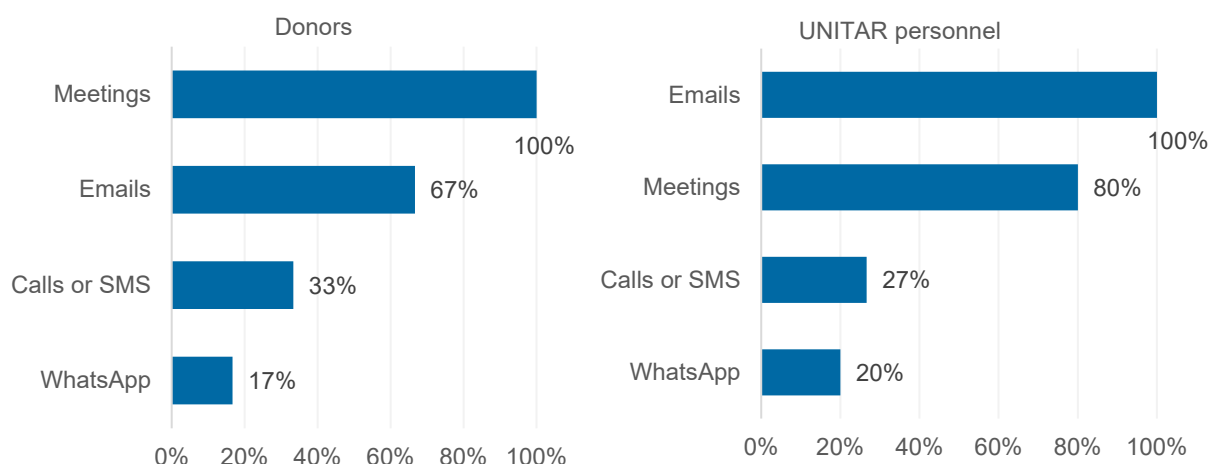
Figure 14 - Soft reporting channels confirmed by UNITAR personnel (left) and IPs (right)



EQ 1.6: To what extent does UNITAR adapt to changes in reporting requirements and can flexibility in timely reporting be reasonably tolerated and if so, under what conditions?

95. Any important change was highlighted either from the donors or UNITAR personnel during the interviews. It was mentioned that for mitigating delays in reporting, amendments to the grant Letters of Agreement are occasionally made or UNITAR requesting interim reports instead of final reports.
96. In terms of adaptability, donors perceive UNITAR as flexible and open to dialogue. UNITAR's openness to receiving feedback is also praised by donors. If any follow-up questions to clarify information from the reports arise, these are answered in a timely manner. One donor highlighted that whenever additional information was required by their superiors, UNITAR was responsive and promptly addressed the request. Similarly, UNITAR demonstrated a willingness to incorporate improvements into reports and acted on feedback provided for future reporting cycles.
97. Donors also proved to be flexible. The evaluation found that 77 per cent of donors have generally shown a flexible and understanding approach towards UNITAR's delays in reporting. While timeliness is valued, the quality and transparency of reports, as well as UNITAR's responsiveness, have ensured donor satisfaction in most cases.
98. They are open to make adjustments to postpone the deadlines or agree on interim reports before the final report is finalized, but within their internal deadlines and before the planning phase for funding the next cycle starts. Perceptions on the flexibility of deadlines can vary based on individual donor expectations and their specific internal requirements. While for some donors a delay of two weeks is not considered serious, for others it is "unacceptable".
99. The evaluation found three factors under UNITAR control that contribute to donor's flexibility: good communication, justified delays and quality of outputs. As detailed under EQs [1.1](#), [1.2](#), and [1.5](#), effective communication is key for flexibility in reporting deadlines. Situations such as difficult, on-the-ground situations or conflicts, systemic challenges (e.g., administrative hurdles beyond UNITAR's control), and unforeseen circumstances (e.g., postponed high-level meetings, the late disbursement of funds or other disruptions) are generally seen as valid reasons for accepting delayed reports. Aligned with that, it was found that delays are more acceptable if the performance report is well-prepared and accurate and meets donor expectations.
100. Effective communication with donors is largely supported by informal reporting practices designed to foster engagement and build trust regarding project implementation progress. These practices include the use of platforms like conference calls, emails, monthly meetings, in-person discussions and WhatsApp correspondence. While there are slight variations in the perceived preference for specific communication channels, both parties agree on the importance of meetings, whether conducted online or in person.

Figure 15 - Soft reporting means confirmed by donors and UNITAR personnel



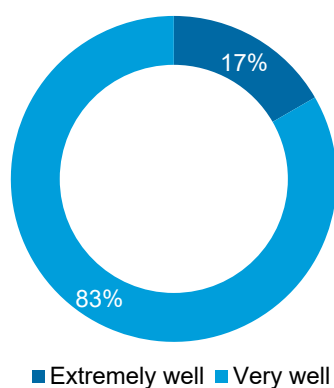
101. The evaluation identified good practices across different units regarding donor communication and engagement. For instance, TPFTP and PTP hold annual meetings with donors to discuss project achievements, provide updates on reports and explore potential future collaborations. UNOSAT also follows this approach but incorporates a workshop setting where beneficiaries share their experiences and highlight the project's impact and outcomes. Additionally, SDP and SCYCLE conduct monthly meetings with their partners and promptly share the outcomes of these discussions with donors, fostering transparency and collaboration.
102. For IPs, there were no changes in reporting requirements mentioned and the same main driver for flexibility was found: the adherence to the timeframe of the internal (donor-related) reporting deadlines and good communication. UNITAR personnel suggested that if the IPs' reporting deadlines are close to the donor reporting deadlines, they are less flexible.
103. IPs have demonstrated resilience in overcoming challenges related to funding constraints that impact the delivery of activities, demonstrating commitment and quality in their results.

EQ 1.7: To what extent do reports meet the expectations of donors and of UNITAR for IPs?

Expectations of donors

104. All donors interviewed and surveyed expressed that UNITAR's reports comply with their expectations. According to the survey results, donors perceived that UNITAR met their expectations either extremely well or very well related to the content and quality of the reports. Positive comments were received on the quality of the reports such as "professional and well done", "quality reports", and "everything received from UNITAR has been great" and no recalls of mismanagement by UNITAR were mentioned.

Figure 16 - UNITAR's reports meeting donor's expectations

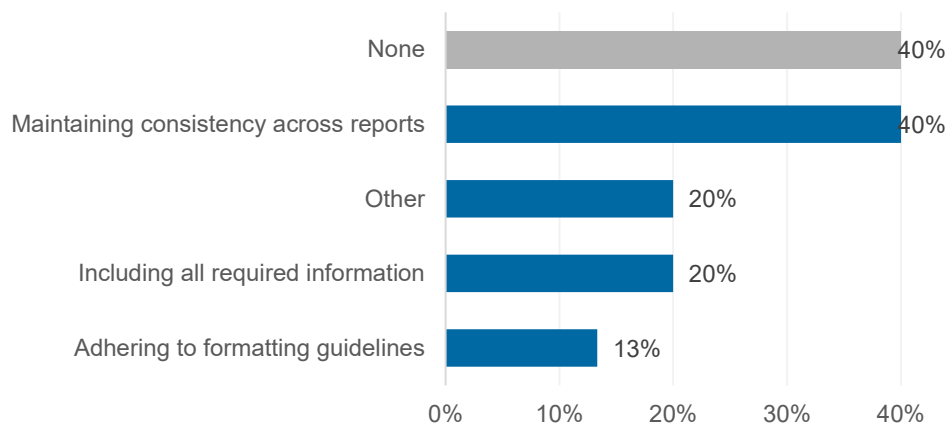


105. In this regard, even the donors that stated that UNITAR did not adhere to the deadlines provided positive insights on the quality and level of engagement of UNITAR during the execution of the project.
106. For complying with the required quality of reports, 53 per cent of UNITAR personnel surveyed mentioned to have a standardized process that includes quality assurance teams, the use of templates and collaborative revisions among team members. However, it was found that it is challenging for Programme Units to maintain consistency across the reports, reporting on higher level results and adhere to the format and reporting in line with budgeted expenditures (Figure 12). It was also found that the reports delivered by UNITAR are extensively detailed which is very much appreciated by the donors, but challenging for providing constructive feedback, highlighting the need for a more analytical, interactive, synthetic and forward-looking approach. It was also noted that there is potential for improvements in terms of drawing connections between narrative and financial reports by providing clearer explanations of changes in resource allocation and financial progress. As one donor stakeholder observed:

In general we are quite happy with the narrative report, but there are a bit too many details, so it's sometimes difficult for us as a donor to digest all the details. And on an outcome level, we would actually prefer to have a bit more. An analytical reporting so that focuses more on the main achievements and challenges; and not a very technical activities. [...] And in the same direction, also to comment that we think there is not a strong enough reflection in the narrative report of project observation capacities and financial needs. So yeah, a stronger link between those two would be appreciated. [...] And then maybe just like some extra inputs that we would appreciate, for example, a strategic outlook chapter and also a chapter on financial management that includes reporting on other contributions and on Member State engagement.

-Donor

Figure 17 - Challenging areas of reporting, as perceived by UNITAR personnel

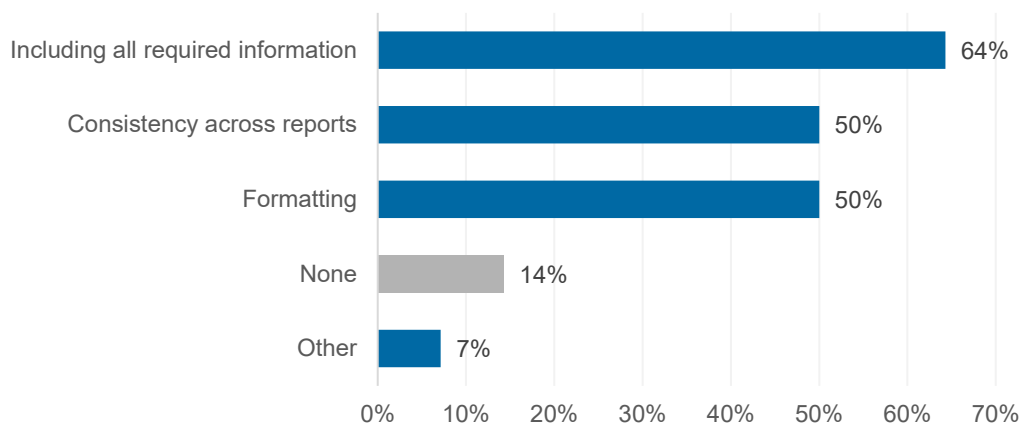


107. Another related aspect on the quality of the reports is their usability for donors, as explained in EQ [1.4](#).

Expectations of UNITAR on IPs' reports

108. It was found that despite the high level of satisfaction with IPs' delivery of activities, UNITAR personnel have found it challenging to work through quality reporting areas such as the inclusion of all the required documentation, maintaining consistency across reports and adhering to formatting guidelines (specially for the financial report).

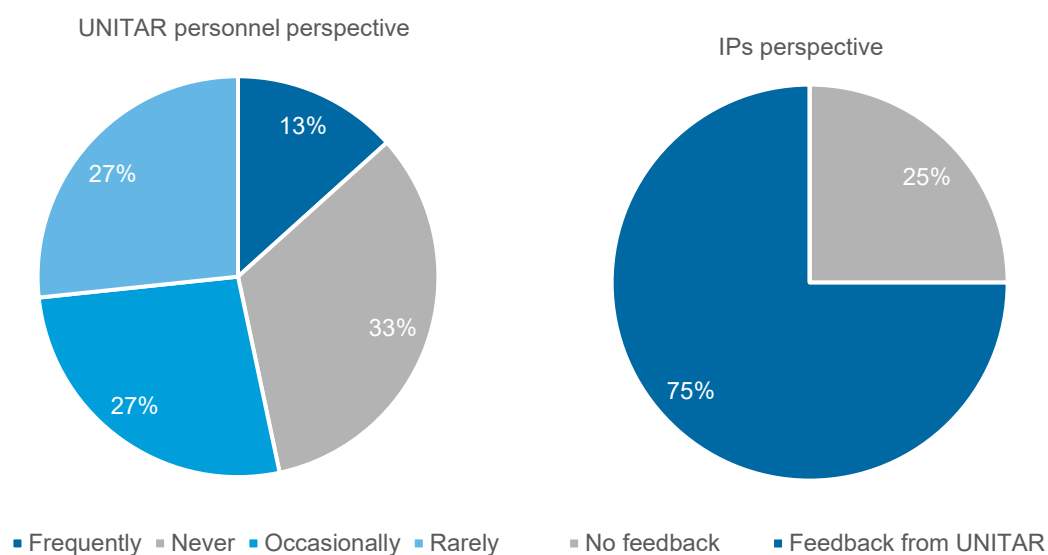
Figure 18 - Challenging areas of IPs reporting quality as perceived by UNITAR personnel



109. UNITAR personnel have demonstrated an understanding of these weaknesses and a willingness to support their improvement. Regarding consistency and formatting, some units reported organizing sessions, such as online meetings, to explain templates and required documentation before reports are prepared. Additionally, others emphasized that their communication channels remain open to provide ongoing support to IPs for any assistance they may require.

110. Most IPs surveyed and interviewed acknowledged receiving feedback from UNITAR on the quality of reports submitted, although this perception is lower from UNITAR personnel, with 33 per cent stating they never provided any feedback.

Figure 19 - Frequency of feedback on reports from UNITAR to IPs



111. Insights were shared regarding the required documentation, with some stakeholders noting a perceived "lack of flexibility" in UNITAR's internal procedures, especially when it comes to the disbursement of funds (for IPs) and closing of operations.

Reporting Processes, Systems and Mechanisms

Rating: Moderately satisfactory

EQ 2.1: To what extent do UNITAR and IPs have a clear, structured process to ensure timely reporting with donors?

112. The evaluation found that in general, communication between Programme Units and donors takes place at the senior and technical levels. Communication flows between them differ based on the level of interaction. At the technical level, communication is more fluid and relies on informal channels, focusing on keeping donors updated on output delivery. At the senior level, communication peaks occur during agreement negotiations and at the conclusion of agreements for presenting results and discussing future collaborations, utilizing both formal and informal channels. Some communication still takes place during the project delivery.
113. For reporting purposes both levels are involved, however, structures and processes vary across units. For some units this is a centralized process (involving one/two persons), for others it is more decentralized. The latter is the most frequent.
114. At UNITAR, a structured process with clear responsibilities exists within each Programme Unit for drafting narrative reports. However, there is less clarity regarding responsibilities for drafting financial reports.
115. Narrative reporting was found to be more straightforward than financial reporting, which often depends on the FBU. For narrative reporting, in most of the units, project managers collect data, elaborate the report and send it for review to the heads of the units. For some units, this process includes extra steps involving a quality assurance team in the case of HO who reviews the quality of the report against the requirements established in the agreement; and a M&E focal point in the case of UNOSAT, who is in charge of adding data anytime for reporting. For narrative reporting, the data collection process was identified as a primary factor contributing to delays in report drafting.
116. For financial reporting, project managers or administrative/financial focal points are in charge of triggering the process when making a request to FBU. Then, FBU is in charge of retrieving information from Quantum for preparing the following:
 - The financial reports, when agreed to be done on the basis of a “Standard Financial Report” or,
 - The required financial data for subsequent reclassification by the project managers/ financial/administrative focal points as per donor requirement, for a “Non-Standard Financial Report”.
117. In the second case, Programme Managers or administrative/financial focal points draft the categorization as per the donor agreement and submit it to FBU for review. The FBU then reviews the categorization, makes any necessary adjustments (if any), drafts the report and sends it to the project managers or administrative/financial focal points for final validation and signature. Ultimately, the Chief of FBU provides the final authorization,

ensuring compliance with financial regulations and agreement stipulations. See the complete processes in Figure 21.³³

118. No information on this procedure or the timelines for regulating the interaction between units were found in relevant policies reviewed. One stakeholder interviewed mentioned that being located at an out-posted office was seen as a delaying factor or barrier on the timeliness of the issuance of financial reports.
119. Aligned with the above, it was also found that some requests are sent by programme units as “urgent” within few days before (less than 10 days as suggested in the policy), on the day or after the reporting deadline. In other cases, requests are sent more in advance, but project operations are not fully completed and therefore prevent the issuance of financial reports.

³³ Meaning of the symbols in the flowchart:

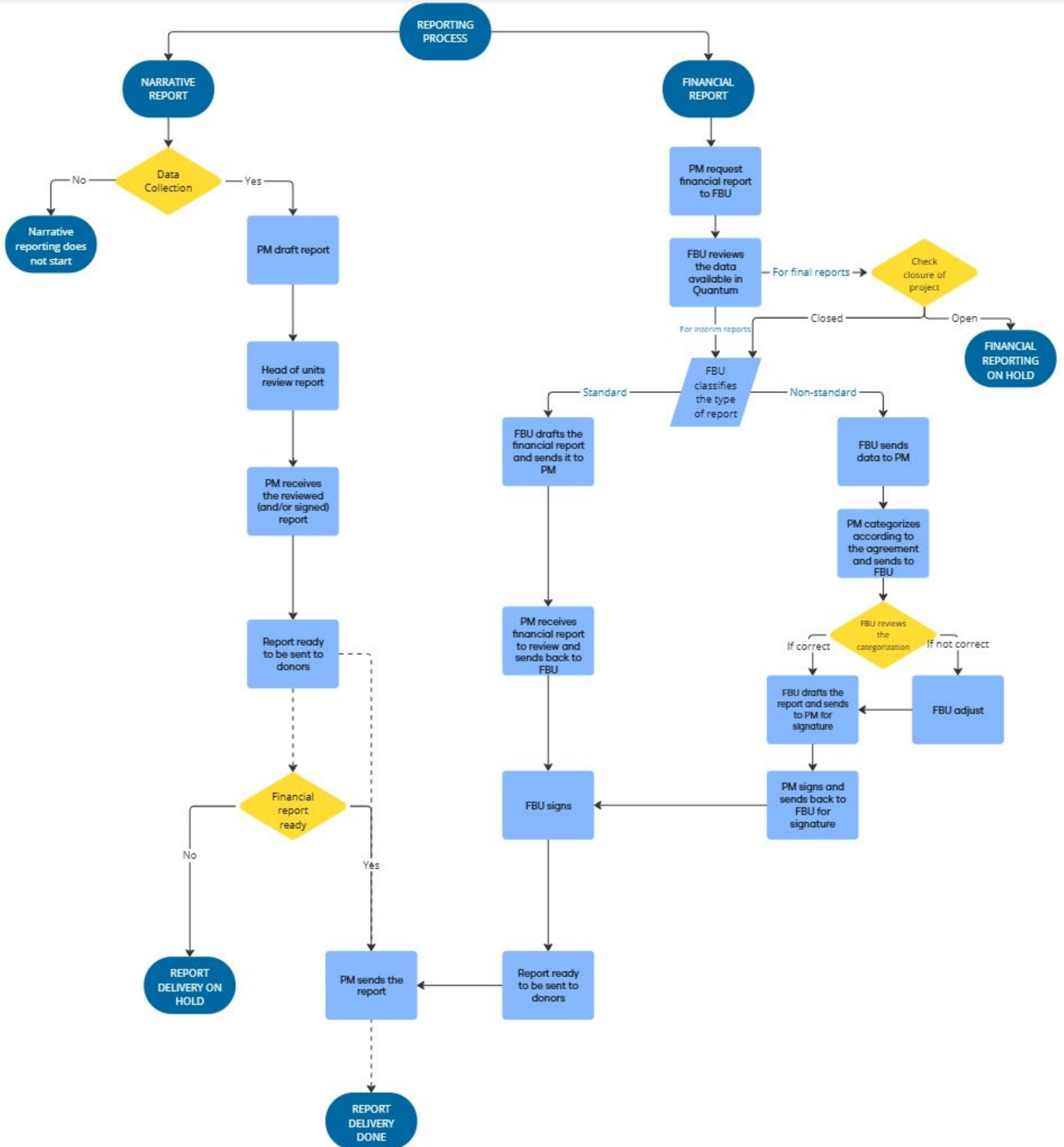
Oval: Represents the start or end of the process.

Rectangle: Denotes a process or operations step.

Parallelogram: Input or output operations.

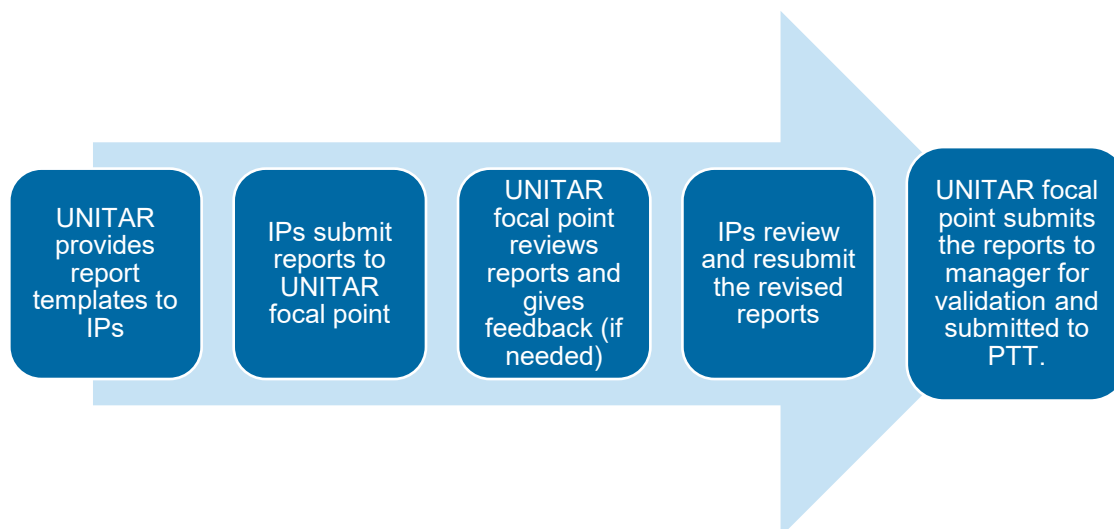
Diamond: Signifies a decision point, and at UNITAR flow, where delays occur.

Figure 20 - Reporting process flow at UNITAR



120. In this regard, the common bottleneck across units in the reporting process is the during financial reporting, which is often more complex and time-intensive compared to narrative reporting given that it requires significant coordination across project management and finance teams, which can lead to delays in timely submissions. The primary delay was identified during the verification of closure operations by FBU, with a secondary, less significant delay occurring during the FBU's review of draft reports. However, when donors require joint submission of both narrative and financial reports, delays in financial report delivery extend the overall reporting closure process. See Figure 21 above.
121. The reporting structure between UNITAR and IPs is well-defined and straight forward, but this does not necessarily guarantee timeliness as several delays may occur in between steps. In general i) UNITAR provides the reporting templates (narrative and financial) to the IPs at an early stage of implementation (which are included as annexes in the grant Letters of Agreement); ii) the IPs submit the reports to their UNITAR focal point by the established deadlines (which can also be before the deadlines of the agreement); iii) the UNITAR focal point (and/or other team members) review the financial and narrative reports and provide feedback; iv) IPs review and resubmit the revised versions to the UNITAR focal point; and v) the UNITAR focal point submits the reports to their managers or directors for approval and signature (see Figure 22).

Figure 21 - Narrative and financial reporting processes between IPs and UNITAR

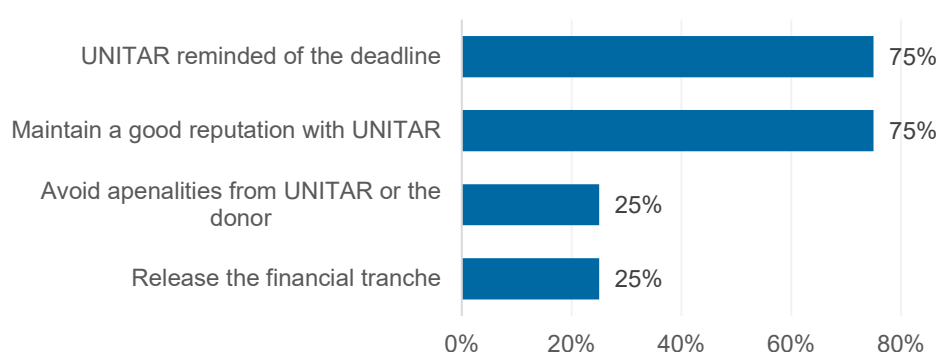


122. The first slip for securing timeliness within the process may occur between steps (i) and (ii), where despite receiving the templates, some IPs may require additional clarifications and further guidance from UNITAR personnel to complete the reporting templates. The evaluation found that the organisational capacities of IPs vary. For IPs with better established monitoring and control systems, obtaining data for narrative reports was considered uncomplicated, although these had sometimes to be complemented and aligned with the requirements from UNITAR. For instance, KAIPCTC has an established mechanism to submit a training report to the respective course directors no later than 10 working days after the event completion which contains some but not all of the information required by UNITAR, which affected early reporting exercises despite their mainstreamed reporting system.
123. The next delay may occur between steps (iii) and (iv), with some UNITAR personnel expressing concerns on the quality of the information contained in the report, especially for financial reporting. While all IPs interviewed considered that feedback received from

UNITAR was minor, concerns were raised by UNITAR personnel on the quality of financial information provided by some IPs. Practices identified to close these gaps were arranging meetings to explain how reports should be prepared and providing closer monitoring of IPs. However, these do not represent a standard procedure.

124. In summary, delays were most pronounced at the report submission stage. Based on the reviewed sample, only 38 per cent of financial reports were submitted on time according to the IP reporting date, whereas 65 per cent of narrative reports met their respective deadlines according to the IP reporting date. The second major bottleneck was identified in the approval and signature process of the reports where the quality check occurs. When factoring in the date of managers approval and signature, the percentage of reports delivered on time dropped significantly to 19 per cent for financial reports and 18 per cent for narrative reports.
125. Particularities were found in the process, for instance PTP's practice to maintain presence of an in-country staff for some of the projects, which facilitated the reminder of reporting obligations as well as the feedback flow and helped clarifying expectations from IP reporting.
126. **Some IPs and UNITAR personnel interviewed also mentioned that UNITAR reminds IPs of the reporting deadline when it is approaching, but this is not a standard practice.** Thirty-three per cent of IPs interviewed also mentioned reminders from their respective HR / contract / financial units to submit the reports as per the agreement with UNITAR.

Figure 22 - Factors contributing to timely reporting by IPs



127. In summary, UNITAR and its IPs have partially clear and structured processes for reporting, with strengths in narrative reporting where responsibilities and workflows are generally well-defined. Financial reporting, on the other hand, faces challenges due to its complexity and the varying organizational capacities of IPs.

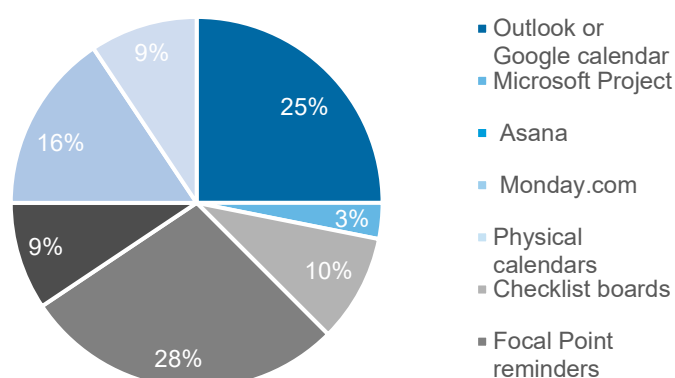
EQ 2.2: Do UNITAR and IPs have adequate resources (staff, tools and monitoring and control systems) to meet formal and, if applicable, informal reporting obligations?

128. The evaluation found that UNITAR has resources in place to support the fulfilment of formal reporting obligations, including templates, the Quantum ERP platform, the EMS and PTT, M&E systems, and dedicated focal points for financial and administrative tasks. However, these resources are not uniform across all units. CWM and A2030, for instance, are understaffed relative to their responsibilities, which hampers their ability to meet

reporting requirements effectively. Furthermore, M&E systems are not uniformly implemented, with only specific teams, such as those in PTP, UNOSAT and SDP, having these systems in place. A dedicated M&E focal point exists only in UNOSAT, leaving gaps in monitoring and reporting capacity in other units.

129. While the Quantum platform is accessible to all programmes, not all staff are aware of its availability or trained to use it, particularly for tracking expenses. Templates for reporting are provided across all units, and staff use them where applicable. However, some units have raised concerns about the usability of these templates and suggested better alignment with IP templates to reduce duplication of effort, especially when reporting to donors.
130. For tracking reporting timelines and meeting deadlines, UNITAR personnel primarily rely on basic tools such as Outlook and checklist boards. These are complemented by mechanisms³⁴ such as reminders from focal points, automated or tailored follow-ups by PGOU, and reminders set during Teams meetings (See Figure 24). However, these practices are not standardized and vary significantly across units. Units with more structured teams and streamlined processes are better positioned to maintain frequent informal reporting practices, whereas those with heavier workloads and less structured support struggle to do so.

Figure 23 - Tool and mechanisms to track reporting timelines to donors in UNITAR



131. Resources used by UNITAR personnel for informal reporting are Microsoft Teams or Zoom for online meetings, WhatsApp for calls and emails. It is important to highlight that informal reporting in almost all of the cases are not obligatory but voluntarily done by units.
132. Overall, while some resources and mechanisms are in place, gaps in staffing, training, system implementation and standardization hinder UNITAR's ability to fully meet its formal and informal reporting obligations.
133. Regarding the IPs, stakeholders interviewed confirm that they possess adequate resources in terms of staff and monitoring and control systems to meet reporting obligations, but their practices and procedures might differ from those set by the UN and not aligned to UNITAR policies, e.g., evaluation policy for narrative reporting. IPs identified during the evaluation process represent organizations with well-defined monitoring and reporting units that facilitate the preparation of narrative reporting. However, for some partners in developing countries or LDCs, their financial units resources may vary,

³⁴ More about the mechanisms in Evaluation question 2.4.

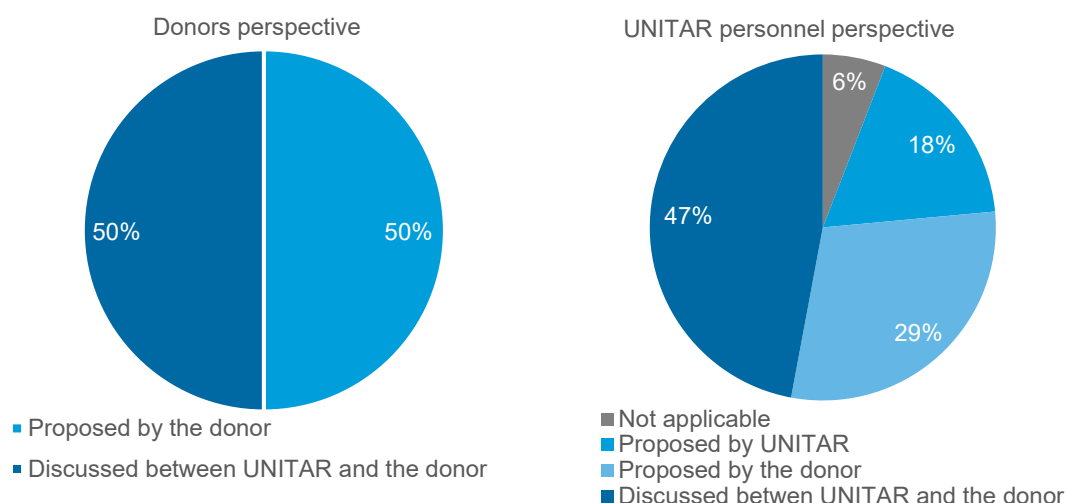
potentially influencing their ability to fully comply with the financial reporting obligations required by UNITAR.

134. Moreover, not all IPs have previous experience working with the UN and therefore have less clarity on what is expected from them by UNITAR. IPs interviewed under the UN ecosystem or that had previously worked with UNITAR or other UN organizations had a clearer sense of UNITAR's expectations or had less difficulty collecting the required information for reporting purposes, once requirements are clarified by UNITAR. UNITAR personnel interviewed confirms that they usually need to host meetings to explain what is required in the reporting exercises, especially for financial reporting, also confirmed by the IPs interviewed.
135. Despite having well-established monitoring and, in some cases, financial systems, external factors were also identified as an important feature to meet reporting obligations. For example, IPs interviewed pointed out coordination challenges when working with third parties, e.g., third parties not submitting invoices on time and therefore delaying financial reporting obligations.
136. IPs interviewed did not pinpoint specific software or online tools that facilitated the reporting process, with the exception of a few financial and data management platforms mentioned, but a common element that was considered helpful for meeting the reporting obligations were the reminders from their finance, reporting or human resources units. Report templates provided by UNITAR were also considered helpful by IPs, but they still required further guidance by UNITAR.

EQ 2.3. To what extent are reporting requirements negotiated with donors (and between UNITAR and IPs) in the preparation of agreements?

137. The extent to which reporting requirements are negotiated with donors and between UNITAR and IPs in the preparation of agreements varies depending on the type of relationship between the parties. Furthermore, reporting requirements are generally influenced by donors' standards, which are often aligned with UNITAR's own practices. For smaller projects under \$50,000, UNITAR has been able to negotiate reduced or waived narrative reporting requirements, focusing instead on essential financial reporting to improve efficiency.
138. According to survey respondents, reporting requirements to be submitted to the donors can either be proposed by the contributing agency (donor) or negotiated with UNITAR. This dynamic also reflects on the relationships between UNITAR and the IPs, as shown in Figure 25.

Figure 24 – Setting reporting requirements between UNITAR and the donor, according to survey respondents



139. Some flexibility is observed in negotiating deliverables and activities when the project documents are outcome based. For instance, in the “Strengthening Health Care Systems to Meet Patients’ Need for Plasma and Plasma-Derived Therapies – Phase II” project, the donor requires an annual narrative and financial reporting on the progress of the working groups that should remain aligned with the project outcomes. In this regard, the working groups must adapt to the evolving needs of their members while maintaining coherence with the overarching project outcomes.
140. In cases of UN-to-UN agreements or collaborations under trust funds, certain requirements, such as reporting structure and timelines, are pre-established and non-negotiable. For instance, certain requirements, such as the frequency of reporting, may be non-negotiable, particularly for institutions like UNDP, which mandates quarterly reporting across all UN agencies.
141. While standard agreements framed between UN-to-UN collaborations impose fixed reporting requirements with limited room for negotiation, there is flexibility in other agreements to align reporting obligations with the operational realities of UNITAR and the expectations of donors and IPs. Negotiations typically focus on timelines, the number of reports and the relevance of deliverables, with UNITAR demonstrating adaptability and a proactive approach to meeting partner needs.
142. Whenever the donor does not put forward specific requirements for narrative reporting, UNITAR’s agreement template specifies that “UNITAR shall provide the donor with a [narrative/project completion report] by [DAY MONTH YEAR].” The template further recommends keeping the narrative reporting as light as possible (i.e. avoiding quarterly narrative reports). Similarly, for financial reporting, the default reporting clause specifies that UNITAR shall provide the donor with a final financial statement using the UNITAR template within six months after the date of expiration or termination of the agreement.
143. According to the Joint Inspection Unit (JIU), the reliance on voluntary contributions demands effective donor relations and voluntary-funded organizations tend hence to

satisfy donors' information, transparency and accountability needs.³⁵ As a voluntary-funded organization, this may also influence UNITAR's position in negotiations with donors.

144. In general, there is flexibility with many donors to negotiate timelines and reduce the number of reports, with a preference for limiting reporting to two instances per year, depending on the project's timeframe. While some aspects of reporting are negotiable, the extent of this flexibility varies by donor, and some conditions remain fixed.
145. When it comes to the negotiation of requirements between IPs and UNITAR, these are generally proposed by UNITAR during the agreement preparation phase, including timelines for interim and final reports. In most cases, these timelines are accepted by the IPs with minimal negotiation, considering the timelines in the donor agreements. During an ODV exercise it was found that IP reporting is nevertheless not always aligned with the donor reporting timeline.
146. Although some IPs report familiarity with and compliance to UNITAR's requirements due to long-term collaboration, others noted limited opportunities to discuss or adjust timelines during the negotiation phase, especially when agreements are delayed.
147. In summary, the negotiation of reporting requirements between UNITAR and donors and IPs varies based on the type of relationship and agreement. While donors' standards often have a great influence in reporting obligations, they have as well shown flexibility when UNITAR negotiates the number of reports, especially for smaller projects under \$ 50,000 or aligning timelines with operational needs. On their side, most IPs accept UNITAR's proposals without many points to negotiate due to some having already worked with UNITAR or familiarity with the reporting processes.

EQ 2.4. What mechanisms help ensure timely preparation and submission of reports?

148. Different mechanisms take place across UNITAR units, but those helping to ensure timely and quality preparation and submission of reports are related to good practices implying the drivers mentioned in EQs [1.3](#), [1.4](#), [2.1](#), and [2.2](#).
149. The UNOSAT team, for example, holds kick-off meetings with donors at the start of a project to clarify expectations. Subsequently, internal kick-off meetings are conducted to assign responsibilities and roles for both project implementation and reporting. The programme manager monitors deadlines monthly, and internal deadlines are set to ensure that reports are prepared on time. For narrative reporting, the M&E focal point updates project datasets continuously during implementation, ensuring that data is consistently gathered and readily available. The drafting process begins one month before the submission deadline, with one team member creating the initial draft. This draft is then circulated among team members for additional insights and finally reviewed by the coordinator/manager. For financial reporting, the financial/administrative focal point prepares a draft report using data from Quantum, which is reviewed and approved by FBU to deliver it later to the donor. Both narrative and financial reports are submitted by the Programme Manager.

³⁵ [g1805221.pdf](#)

150. A similar mechanism for financial reporting is implemented by CWM and GCP. While this approach streamlines the preparation process and reduces the time required to obtain financial reports, it does not always guarantee timely submissions as they depend on when the reporting process is initiated.
151. The Division for Prosperity employs a prioritization strategy for reports, focusing on project size and the duration of relationships with donors. Deadlines are tracked during team meetings, leveraging the team's knowledge of donor expectations. As the reporting deadline approaches, the relevant team collects the necessary data and drafts the narrative report. This draft is reviewed by the quality assurance team to ensure alignment with donor agreements and then reviewed by the Head of Office before submission to donors. The SDP team uses a similar approach, regarding to the monthly meetings to monitor project progress and track reporting deadlines.
152. Additionally, an institutional mechanism that has proven effective in raising awareness on timely report delivery is the automated reminder system of the PTT which sends deadline reminders to units, helping to maintain awareness of reporting schedules.
153. Regarding to the mechanism for ensuring timely reporting of IPs, some effective mechanisms were found. On-site officers play a key role in monitoring project implementation to ensure sufficient time for reviewing reports and addressing any issues before the reporting deadline. For instance, PTP officer has set internal deadlines earlier than those specified in agreements and it has proven to be effective to deliver reports on time.
154. Furthermore, the GCP team employs a proactive strategy by issuing grant agreements at least six months before project closures, reducing the risk of delays that could affect final reporting. Many projects implement reminder systems, sending notifications well in advance of deadlines to ensure all parties remain aware of reporting requirements and timelines.

Practices from other UN organizations

EQ 3.1. What are the mechanisms and good practices in other United Nations entities for ensuring timely reporting to donors and from IPs?

155. Although the UN organizations consulted for this exercise are not comparable in size, funding nature and area of work, some mechanisms and good practices could be relevant to consider applying in short or long term as the organization evolves. These include leveraging digital tools, establishing centralized oversight offices, standardizing reporting requirements, simplifying processes, and fostering ownership and accountability in reporting workflows.
156. **Digital Tools and Platforms:** Agencies like FAO use digital platforms (e.g. Project Management System) to track project implementation and generate automated reporting alerts, ensuring deadlines are met. It partially comprises the function of the PTT when providing reporting alert for the coming reporting obligations. The International Organization for Migration (IOM) uses its Project Management platform PRISMA for

identifying delays in the reporting process by indicating the number of days it takes each responsible in the reporting chain.

157. **Specific office for oversight of the timely delivery of reports:** At FAO, the office centralizes the monitoring and reporting workflows, allowing for uniformity in reporting quality and timeliness. In this regard, the office implements quality control measures, ensuring reports are accurate, complete, and aligned with donor requirements before submission. Furthermore, the IOM Bonn office has designated staff specifically responsible for monitoring and ensuring adherence to reporting deadlines for German-funded projects. This dedicated approach has demonstrated a positive impact on compliance.
158. **Donor reporting requirements differ per donor, yet other UN organizations propose default reporting or agree on minimum reporting standards:** UN organizations working with the EU have agreed on reporting requirements in the Financial and Administrative Framework Agreement (FAFA)³⁶ by specifying “For contribution-specific agreements exceeding 12 months, the minimum requirement of the Commission is a yearly narrative and financial report.”
159. **Simplify donor reporting in Humanitarian Cooperation:** As part of the Inter-agency Standing Committee (IASC)’s initiative “The Grand Bargain” aid organisations and donors have agreed to simplify and harmonise reporting requirements by reducing its volume, jointly deciding on common terminology, identifying core requirements and developing a common report structure. They further committed to invest in technology and reporting systems to enable better access to information and enhance the quality of reporting to better capture results, enable learning and increase the efficiency of reporting.³⁷ As such, the 8+3 template³⁸ was developed in 2017 and is in use by signatories.
160. According to an audit of the donor reporting process at IOM, ownership and clear role distribution for donor reporting and oversight functions to verify submission of reports to donors are key for reporting to be effective and timely.³⁹ Consequently, IOM has undertaken efforts and built an information system for report approvals, including multiple dashboards indicating reporting processes and steps and also allowing to locate delays in the workflow.

EQ 3.2. What actions have other entities taken to strengthen timely donor and IP reporting?

161. Actions undertaken by other UN entities offer insights into effective reporting enhancements that contribute to better resource mobilization, improved donor relationships, and strengthened institutional capacities.
162. One of the key strategies involves enhancing project management systems to improve efficiency and ensure timely reporting. Many organizations have automated their processes, incorporating features such as automated reminders and calendar notifications to keep reporting deadlines visible and well-communicated. Similarly, standardizing and

³⁶ [un_fafa_consolidated_2018.pdf](#)

³⁷ [Harmonise and simplify reporting requirements | IASC](#)

³⁸ [common_83_template.docx](#)

³⁹ [pa201702-donor-reporting.pdf](#)

customizing reporting templates has proven effective in reducing reporting time. For instance, FAO achieved a two-day reduction in reporting time by tailoring templates for Technical Cooperation Programmes and Trust Fund Projects, while IOM is working to streamline its templates due to the considerable length of its current reporting documents.

163. Another crucial approach is investing in training for reporting counterparts across various countries. Providing guidance on reporting requirements, template usage, and quality standards ensures that reporting processes are more efficient and consistent. Best practices highlighted by the JIU⁴⁰ include UNAIDS and UNESCO's development of comprehensive guides on managing extrabudgetary funds and activities. Additionally, some organizations have leveraged behavioural science to address compliance challenges, improving adherence to reporting obligations.
164. Recognizing that language barriers can contribute to delays and quality issues, some UN entities have begun allowing IPs to submit reports in their native languages, a strategy adopted by FAO to enhance reporting quality and timeliness. Meanwhile, modernizing reporting formats has also gained traction, with organizations such as ITC-ILO shifting from offline formats to digital briefs⁴¹ to reduce reporting fatigue and enhance efficiency. To further improve timeliness, some organizations prioritize real-time data updates, ensuring that event and beneficiary statistics are recorded immediately after an event, allowing for quicker reporting when deadlines approach.
165. Another critical challenge identified by the JIU⁴² is that reporting on small contributions can be disproportionately costly relative to the funding received. To address this, some organizations have introduced minimum reporting thresholds for small contributions, where only standard reporting is required, while others have implemented full cost recovery for donor reporting to ensure that reporting-related costs are embedded in project budgets. Strengthening quality assurance mechanisms is also a priority, with the JIU recommending a greater emphasis on aligning reports with strategic objectives. Reporting is increasingly being viewed as a tool for resource mobilization and partnership strengthening rather than just an administrative requirement. Therefore, enhancing reporting culture at higher institutional levels is key for the improving the process.⁴³ For instance, quality assurance of narrative reporting is part of IOM's standard procedure and time is set aside for this purpose (10 working days).
166. Several organizations have also streamlined reporting through thematic and pooled funding approaches. By clustering trust funds, they reduce the number of individual project-level reports required, leading to greater efficiency. Additionally, many UN entities have adopted standardized agreement formats during donor negotiations to simplify reporting obligations and enhance timeliness. The JIU⁴⁴ has also emphasized the importance of effective project design and monitoring, noting a direct link between well-structured project frameworks and the quality of donor reporting. Ensuring that logical frameworks and indicators are clearly defined at the outset facilitates the timely collection, tracking, and presentation of relevant data. IOM has taken this further by integrating a comprehensive set of 300 indicators into its 2024-2028 Strategic Framework, with at least

⁴⁰ [Review of Donor Reporting Requirements across the United Nations System](#)

⁴¹ <https://www.itcilo.org/resources/digital-briefs>

⁴² [Ibid](#)

⁴³ [Ibid](#)

⁴⁴ [Ibid](#)

one core indicator required in each project proposal to maintain structured reporting consistency.

167. Beyond traditional reporting, some organizations have begun integrating communication strategies into reporting practices. For example, the ILO applies a communication strategy for projects exceeding \$5 million, fostering continuous dialogue throughout the project lifecycle⁴⁵. Others have established dedicated working groups to improve reporting efficiency, such as IOM's Donor Accountability Working Group, which brings together internal stakeholders to enhance donor reporting practices.
168. To further refine reporting quality, organizations such as FAO and WFP have introduced frequent donor feedback surveys. FAO's Brussels office conducted a review assessing the alignment of donor reports with European Commission requirements, a practice that was also adopted by WFP incorporating both formal and informal (ad hoc) reporting considerations. Similarly, the World Bank has actively engaged with key donors through its trust fund and partner portal, incorporating feedback mechanisms to ensure reporting meets donor expectations. Attaching donor feedback surveys to reports has become standard practice for both the World Bank and the Inter-American Development Bank, reinforcing a cycle of continuous improvement. In line with this, IOM has conducted donor surveys to refine its reporting processes and align them with high-quality, results-based reporting standards.
169. These collective efforts demonstrate similar struggles, but also a clear commitment across UN organizations to improving reporting timeliness, efficiency, and quality.

Conclusions

170. While UNITAR personnel acknowledge the importance of meeting the deadlines in the agreements, timeliness in reporting at UNITAR is considered less critical compared to the successful delivery and quality of project outputs, as well as the level of donor satisfaction with the implemented projects. However, in case of delays (most of the cases), according to the donors these can be tolerated from 2 days to several weeks or even months depending on the case that justifies the delay, donor's internal deadlines and quality of activities implemented. Prompt and fluent communication in such cases is key for allowing flexibility.
171. The evaluation found that factors influencing timely adherence to UNITAR's reporting obligations to donors are: timeliness of IPs reporting (when relevant), joint and administrative technical processes, reporting workload and resource constraints, budget size of the projects and donor relationship, awareness of deadlines, use of reports and monitoring practices. Similarly, IPs face challenges stemming from contextual situations, access to funds, unclear guidelines or reporting requirements, internal bureaucratic delays and difficulties in data gathering. Despite these challenges, UNITAR has demonstrated some success in improving reporting timeliness through good practices such as the use of M&E and administrative focal points, automated systems, regular monitoring and streamlined processes.

⁴⁵ [Ibid](#)

172. The abovementioned factors reflect broader organizational and procedural challenges in both UNITAR and IPs organizations, different relevance and purpose of the reporting processes for UNITAR and IPs and the lack of shared vision and responsibility on the consequences of late reporting at an institutional level that impact adherence to reporting timelines.
173. Despite these challenges not critical concerns from donor or from UNITAR on IP reporting were found. Concerns from donors only relates to reception of financial reports close to their end-of-year closure. Effective communication was a key factor to counteract late reporting as well as quality of deliverables. The evaluation found that all of the donors expressed that reports comply with their expectations, qualifying them as “professional and well done”, “content wise” and “quality reports”, but with room to improve in some areas. On IPs, satisfaction with reporting processes is moderate, with challenges related to the inclusion of required documentation, consistency across reports and adherence to formatting guidelines. Nevertheless, the satisfaction level on the IPs’ delivery of activities by UNITAR is high.
174. Considering the above, effectiveness in timely reporting is assessed as moderately satisfactory.
175. Regarding the reporting processes, the evaluation found that UNITAR and its IPs have partially clear and structured reporting processes, with narrative reporting workflows and responsibilities well-defined. Financial reporting, however, faces challenges due to its complexity derived from cross-team coordination, varying organizational capacities of IPs, and the need for more clarity on timelines.
176. It was also found that resource availability for supporting reporting processes varies across UNITAR units, with tools like templates, the Quantum platform, the EMS and PTT systems, M&E systems, and financial and administrative focal points proving valuable. For IPs, resource availability depends on their capacity, socioeconomic contexts, ranging from well-defined monitoring and reporting units to financial units in need of capacity development.
177. Mechanisms such as kick-off meetings with donors, internal coordination meetings, draft financial reports, M&E focal points, quality assurance teams, and monitoring tools are employed across UNITAR units to enhance reporting timeliness. While these mechanisms are effective in some units that demonstrate good practices, overall reporting processes at UNITAR are assessed as moderately satisfactory.
178. Reporting requirements are either proposed by the donor or negotiated between UNITAR and the donor, depending on the type of the relationship between the parties and donor’s standards. Similarly, for IP reporting, requirements are either proposed by UNITAR or discussed between the parties. No critical consequences on meeting reporting obligations were linked to negotiation of reporting requirements.
179. Regarding the practices from other UN organizations, mechanisms and good practices for ensuring timely reporting include leveraging digital tools, establishing centralized oversight offices, standardizing reporting requirements, simplifying processes and fostering ownership and accountability in reporting workflows. Moreover, the actions taken to strengthen timely reporting include leveraging advanced project management systems, standardizing reporting templates, providing targeted training, integrating behavioural

science for reporting and thematic funding. Additionally, organizations have embraced modern tools and methodologies, such as digital reporting practices, multilingual submissions and robust project monitoring frameworks to ensure that reporting aligns with both timeliness and quality benchmarks.

180. While UNITAR has made strides in improving its reporting practices, further efforts are required to address underlying organizational and procedural challenges to achieve greater timeliness and efficiency in donor reporting. Regarding the IP reporting, the evaluation notes that UNITAR management implemented a number of controls to strengthen IP financial and narrative reporting requirements as contained in the 2024 revision to the IP policy guidelines, and that it is anticipated that such controls will have a positive impact on improving the timely reporting by IPs.

Recommendations

The following recommendations should be read as an action plan to address the findings contained in the present report.

Short-term (0-6 months)

On improving the timeliness of financial reporting:

1. FBU should provide additional training/guidance to Programme Units on the financial aspects of donor and IP reporting.⁴⁶ This could include, for example,
 - Guidance on using the ERP platform for financial reporting and clarifying the roles and responsibilities of stakeholders and timelines related to project closure; and
 - Clarifying roles, responsibilities and timeframes for financial reporting through the issuance of operational guidelines.
 - Preparing speaking notes to help PM to raise awareness of donors that using the UNITAR standard financial reporting template whenever possible can lead to better timeliness and is less resource-intensive
 - Make the financial standard template available on UNITARnet for consultation during the agreement's negotiation and reporting periods.

On reporting timeliness, in general:

2. UNITAR managers should enhance collective understanding on how timely and accurate reporting supports organizational goals, donor trust and partnership development. This could include:
 - Setting the right tone from the top for enhancing a culture for timely reporting;
 - Sharing of good practices in brownbag events on how long-term partnerships with donors are maintained and nurtured;
 - Quality assuring reporting and setting aside time for reporting in work planning;
 - Budgeting time required for reporting in project budgets so that reporting becomes a dedicated and budgeted task.
3. If not already done, UNITAR managers should assign specific reporting tasks (e.g. in job descriptions/terms of reference) to project personnel or designate reporting focal points to strengthen accountability with reporting requirements.

Medium to long-term (6-12 months)

Assign a KPI and report annually on timeliness and monitor feedback from donors.

4. UNITAR management should identify a key performance indicator for donor and IP reporting timeliness and report annually on it as part of its annual KPI reporting to the Board of Trustees. This indicator could also be measured at the Division or Programme Unit levels.
5. UNITAR should deploy an annual donor pulse survey as a recurrent and structured feedback mechanism on donor satisfaction on UNITAR reporting, including timeliness in

⁴⁶ For IP reporting, in consultation with PGOU.

respecting deadlines, report quality, relevance of the reports to their organizations, and usability while identifying areas for improvement. Additionally, the survey should gather insights into how donors utilize UNITAR's reports, fostering greater institutional awareness of reporting relevance.

The evaluation also identified the need to enhance the quality of reports, particularly those reports received from IPs.

6. UNITAR Programme Units should further increase guidance and support to IPs with limited resources on reporting, e.g. by on size, location (countries in special situations). This could include institutional strengthening, training on monitoring, evaluation and reporting, automating reminders for reporting to IPs directly or ensure the forwarding of PTT reminders, etc.
7. UNITAR should further enhance the quality of narrative reports including using innovative reporting methods. This could include:
 - Presenting the results with a more analytical perspective, considering the outcome and output levels (main achievements and challenges).
 - Building on robust project documents that provide a good basis for reporting with e.g. a monitoring and reporting plan, log frames, and measurable indicators.
 - Ensuring narrative reporting frequency and depth is commensurate with budget size.
 - Including a stronger link between the narrative and financial reports, explaining changes in resource allocation and financial progress.

Lessons Learned

1. Open **communication** on timelines and expectations helps build mutual understanding and trust. Frequent communication with donors and IPs throughout the year including regular meetings ease the reporting process and ensure more flexibility when delays occur.
2. Adapting to the specific **donor requirements and recommendations** is key for successful project implementation and reporting.
3. **A focal point in the country** is essential for follow-up, communication and therefore compliance with deadlines of the IPs.
4. **Selecting appropriate IPs** is key in complying with reporting requirements. The due diligence assessment helps analyzing the IP's capacity.
5. **Regular check-ins, capacity-building initiatives providing clear templates and consistent feedback** to IPs improve the timeliness and quality of reports.
6. Flexibility and patience in light of coordination challenges foster better collaboration across the units.
7. Monitoring **financial expenditures** during project implementation is key for closing projects and financial reports on time.

Annexes

Terms of Reference

Terms of Reference

Evaluation of Donor and Implementing Partner Reporting

Background

1. The United Nations Institute for Training and Research (UNITAR) is a principal training body of the United Nations (UN) aiming to enhance the effectiveness of the UN in achieving its main objectives through training and research. UNITAR's mission is to develop the individual, institutional and organizational capacities of UN Member States and other stakeholders through high-quality learning solutions to improve decision-making and support actions at the national level to overcome contemporary challenges. UNITAR's work includes various thematic areas, regions and target groups, training, research and other services in advancing global development objectives.
2. Over the years, the number of projects and other initiatives delivered in pursuance of this mission have increased significantly and with it, the number of narrative and financial reports issued and submitted to donors and from implementing partners (IPs) to UNITAR.
3. The Joint Inspection Unit (JIU) found in its [Review of donor-reporting requirements across the United Nations system \(JIU/REP/2017/7\)](#) that the number of reports on an annual basis often runs into hundreds and even thousands for many UN organizations and that in addition, informal or 'soft' reporting (such as additional information, supporting documentation, briefings, email updates or field visits) is requested by donors. The JIU identified ways to improve donor reporting, better address donor needs and requirements, and enhance the standing of the United Nations system as a responsive and valuable partner.⁴⁷
4. In 2024, in conjunction with its review of compliance with reporting requirements, the United Nations Board of Auditors observed late reporting from UNITAR to donors and from IPs to UNITAR.⁴⁸ Given the Institute's project-based character, it is important to understand and address the underlying reasons for the delays and better

⁴⁷ The JIU also issued reports on the Review on the management of implementing partners in United Nations system organizations (JIU/REP/2013/4, JIU/REP/2021/4), although no specific findings related to IP reporting were raised in the reviews.

⁴⁸ United Nations. Financial Report and Audited Financial Statements for the year ended 31 December 2023 and Report of the Board of Auditors (A/79/5/Add.5). Paragraph 54 of the report states: "The Board recommends that UNITAR evaluate the strength and effectiveness of the current reporting structure, mechanisms and practices in place and develop a formal corrective action plan to reduce the risk of late reporting." Paragraph 86 of the report states: "The Board recommends that UNITAR conduct a review of its current control and monitoring mechanisms, identify the root causes of late and pending reports from implementing partners, and develop an action plan to address these gaps." The International Organization for Migration (IOM) underwent an audit focusing on donor reporting and assessed the risk exposure and risk management of the donor reporting process, in order to ensure that these are well understood and controlled by the responsible managers and units involved in the processes. See here: iom.int/sites/g/files/tmzbdl486/files/about-iom/audit/pa201702-donor-reporting.pdf

understand current practices and develop recommendations to reduce delays in reporting.

Purpose

5. In accordance with the recommendations contained in the [report of the Board of Auditors](#), the purpose of the evaluation/review is to assess the strength and effectiveness of donor and IP reporting, including the current reporting structure and monitoring mechanisms and practices in place, with a focus on the drivers and barriers of timely reporting. In particular, the evaluation will seek to:
 - a. identify factors/root causes for delays in reporting;
 - b. determine if there is a correlation between the delayed reporting and such factors such as project budget, duration, number of reports required, IP/programme capacity, IP/programme approaches, quality, donor expectations/requirements, additional informal reporting requirements, and use of reports (by UNITAR and donors, e.g. as a resource mobilization or as an accountability tool);
 - c. explain reasons for the potential variation across programme units;
 - d. formulate recommendations/corrective action plan with a view to improving the timeliness of reporting; and
 - e. formulate good practices and lessons learned.

Scope

6. The scope of the evaluation includes donor and IP narrative and financial reporting during the period from 2020 to September 2024.⁴⁹ The evaluation will also include a benchmarking exercise to assess reporting practices and mechanisms against those of other UN organizations.

Principal questions

Effectiveness in timely reporting

- *How is timely reporting defined/understood by UNITAR, donors and IPs?*
- *To what extent do UNITAR and IPs adhere to reporting deadlines?*
- *What factors explain timely adherence to reporting obligations, including variables such as budget size, reporting frequency/reporting load, consequences of late reporting, IP/programme capacity, clarity of roles, quality of reports, and the intended use/purpose of reports?*
- *What are the root causes that explain noncompliance with reporting obligations?*
- *To what extent do reports meet the expectations of donors (and of UNITAR for IPs)?*
- *To what extent have donors (and UNITAR for IPs) expressed concerns for late reports?*
- *To what extent does UNITAR adapt to changes in reporting requirements and can flexibility in timely reporting be reasonably tolerated and if so, under what conditions?*

Reporting processes/systems/mechanisms:

- a. *To what extent do UNITAR and IPs have a clear, structured process to ensure timely reporting?*
- b. *Do UNITAR and IPs have adequate resources (staff, tools and monitoring and control systems) to meet formal and, if applicable, informal reporting obligations?*
- c. *To what extent are reporting requirements negotiated with donors (and between UNITAR and IPs) in the preparation of agreements?*

⁴⁹ 2024 data may be partial given that the evaluation is initiated in 2024.

d. What mechanisms help ensure timely preparation and submission of reports?

Practices from other UN organizations

- a. What are the mechanisms and good practices in other United Nations entities⁵⁰ for ensuring timely reporting to donors and from IPs?*
- b. What actions have other entities taken to strengthen timely donor and IP reporting?*

Human rights, gender equality and women empowerment (GEEW) and social inclusion

7. The evaluation will incorporate human rights, gender, disability and equity perspectives in methodology, data collection and findings, particularly by involving women and other disadvantaged groups subject to discrimination.

Data collection

8. Data collection will include the following:

- Desk review, including narrative and financial reports to donors and from IPs, Project Tracking Tool reporting statistics
- Surveys deployed to stakeholders (UNITAR, donors and IPs)
- Interviews and focus group discussions with key stakeholders, including sampled donors, IPs, UNITAR Project Managers and other key project personnel, and stakeholders from other UN entities responsible for overseeing donor and IP reporting.

Analytical approach and methodology

9. The evaluation will involve exploratory descriptive analysis, using primary and secondary data available. The secondary data may be culled from UNITAR donor and IP reports and findings from similar studies (including those identified by Artificial Intelligence and validated by the evaluation team).
10. The evaluation is to be undertaken in accordance with the UNITAR [Evaluation Policy](#), [the operational guidelines for independent evaluations](#) and the [United Nations norms and standards for evaluation](#), and the [UNEG Ethical Guidelines](#).

Deliverables

11. The evaluation will provide the Institute with the following outputs:
 - A report presenting the findings, recommendations, good practices and lessons learned (including an action plan)
 - A presentation of the report to UNITAR Programme Management.

Evaluation management

12. The evaluation will be conducted and managed by the Planning, Performance Monitoring and Evaluation Unit (PPME).
13. The Manager of PPME reports directly to the Executive Director of UNITAR and is independent from all programme units. According to the UNITAR Evaluation Policy, in due consultation with the Executive Director/programme management, PPME issues and discloses final evaluation reports without prior clearance from other

⁵⁰ Entities comparable in size or funding nature or working in the training and research area will be privileged.

UNITAR Management or functions. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

Indicative time frame

14. The evaluation is expected to be completed within a three-month period, as provided in the below indicative timeframe.

Activity																
	October 2024				November 2024				December 2024				January 2025			
Initial scoping/ design																
Data collection & analysis																
Presentati on of emerging findings																
Draft report and comments																
Report finalization																
Final report																
Presentati on of findings to UNITAR Managem ent																

Communication/dissemination of results

15. The final report will be shared with all stakeholders and will be posted on UNITAR's online, public repository of evaluation reports.

Evaluator ethics

16. Those conducting and managing the evaluation ("evaluators/evaluation managers") should not have participated in the development of narrative or financial reports or have a conflict of interest with the evaluand. Evaluators/evaluation managers shall sign and return a copy of the code of conduct under Annex F prior to initiating the assignment and comply with [UNEG Ethical Guidelines](#).

Stakeholders Mapping

Stakeholder Mapping							
Stakeholder Group	Number proposed	Tool to be used	Role (in the reporting process)	Interest	Type of Interest	Level of Interest	Level of Influence
UNITAR							
ED	2	Interview for the expectation of evaluation results	Supervision of the reporting obligation compliance	UNITAR's effective and efficient compliance with the Financial Regulations and Rules of the United Nations and Legislative Authority through timely reporting obligations	Strategic Performance	High	High
Director for Strategic Planning and Performance	1	Interview for the expectation of evaluation results	Supervision of the reporting obligation compliance	Effective and efficient institutional performance towards timely accountability and managing for results capabilities	Strategic Performance Operational	High	Medium
PGOU	3	Interview	Monitoring and follow-up of the reporting obligation compliance	Effective and efficient compliance of UNITAR's donor reporting obligations and recording on the PTT	Strategic Operational	High	Low
Directors of Divisions	7	Interview/ Focus group per division	Supervision of the reporting obligation compliance	Effective and efficient compliance of donor reporting obligations in their divisions	Strategic Operational	High	High
Multilateral Diplomacy	1						
Peace	1						
People	1						
Planet	1						
Prosperity	1						
NDC	1						

Stakeholder Mapping							
Stakeholder Group	Number proposed	Tool to be used	Role (in the reporting process)	Interest	Type of Interest	Level of Interest	Level of Influence
Satellite Analysis and Applied Research	1						
Focal points for reporting to donors per team and programme unit	13	Interview	Gather information for direct reporting obligation to the donor	Compliance of the agreement obligations with the donor	Operational	High	High
Focal points for communications with IPs per team and programme unit	13	Interviews (same people as above)	Manage and gather IP reporting information for the donor reporting	Compliance of the agreement obligations with the donor	Operational	High	High
Focal point for finance per programme unit / Division	13	Interviews	Manage and gather financial information for donor reporting	Compliance of the agreement obligations with the donor	Operational	High	Medium
FBU	3	Interviews	Revise finance reports for donor reporting	Compliance of the agreement obligations with the donor	Operational	High	Medium
Donors	31	Survey / interview with selected ones	Receive reporting information	Confirm the effective, efficient and impactful use of the resources provided to UNITAR	Operational	High	High
IPs	24	Interviews/ survey	Send reporting information to UNITAR's focal points	Comply the agreement obligations with UNITAR	Operational	High	Medium
UN similar organizations to UNITAR's size or scope of work	3	Interviews/ Document review	Source of information for good practices	Sharing good practices	Strategic	Low	Low

Selected Sample of Agreements

Programme(s)	Programme(s)1	Reference	Category	No. Reports on PTT	No. Reports in LoA	Grant-in of the IP	Grants-out of the project	Name	Donor	Currency	Amount	Start date	End date	Amount in USD
RD	A2030	C2020.TARRD019.EC-DGEnv.A1	In	3	4	NA		Implementation and mainstreaming of the Sustainable Development Goals in the national policy framework	European Commission - DG Environment	EUR	400000	2020-12-10	2023-02-28	USD 437,636.76
RD	A2030	G2023.TARRD031.INNuni	Out	2	2	C2023.TARRD031.UNESCO	NA	Guidance note and learning modules for Global sustainability leaders' programme on transforming higher education and integrating core sustainability competencies & SDGs	Inland Norway University of Applied Sciences	NOK	118030	2023-10-25	2023-12-31	USD 11,024.66
RD	A2030	C2020.TARRD016.CHADC.A2	In	7	6	NA		Building Capacity for the Agenda 2030 Agenda 2.0	Switz, Agency Devlp &Coo	USD	1536650	2020-03-10	2023-02-28	USD 1,536,650.00
RD	A2030	C2023.TARRD029.CHADC	In	2	6	NA		Capacity for the 2030 Agenda 3.0- Project in 2023 for the years 2023 to 2026	Switz, Agency Devlp &Coo	USD	933000	2023-03-13	2026-02-28	USD 933,000.00
RD	A2030	C2020.TARRD020.UNDESA.A1	In	3	4	NA		Development and delivery of a Massive open Online Course on infrastructure asset management for the Sustainable Development Goals	UNDESA	USD	85944	2020-11-27	2021-05-31	USD 85,944.00
RD	A2030	C2024.TARRD036.UNDESA	In	0	2	NA		Upgrading and updating the Massive Open Online Course on Integrated recovery planning and policy coherence towards the Sustainable Development Goals (SDGs)	UNDESA	USD	76895	2024-08-14	2024-12-31	USD 76,895.00
CWM	CWM	G2016.TARCW026.SLEGov.A3	Out	1	4	C2016.TARCW026.UNEP	NA	Development of Minamata Initial Assessment and National Action Plan for Artisanal and Small Scale Gold Mining in Sierra Leone	Environment Protection Agency-Sierra Leone	USD	161272	2016-12-15	2020-02-28	USD 161,272.00
CWM	CWM	C2023.TARCW135.DEUMoE.A1	In	0	6	NA	3	The Global Partnership to Implement the GHS 2023-2026	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety - Government of the Federal Republic of Germany	EUR	1000000	2023-12-06	2026-06-30	USD 1,094,091.90
CWM	CWM	G2023.TARCW123.HMC-SNCO.A1	Out	2	4	C2022.TARCW123.CHFOEN	NA	Scaling-up Commitment for Implementation of the Globally Harmonized System of Classification and Labelling (GHS) in Armenia	Hydrometeorology and Monitoring Center" State Non-Commercial Organization (HMC SNCO)	AMD	10156125	2023-09-22	2024-11-30	USD 26,338.50
CWM	CWM	G2022.TARCW100.GEOMoE.A1	Out	5	4	C2020.TARCW100.CHFOEN	NA	Support for the ratification of the Minamata Convention in Georgia	The Regional Environmental Center for Caucasus	GEL	68000	2022-04-25	2023-03-31	USD 24,772.31
CWM	CWM	AGB.2015.CWM.003.A2	In	22	24	NA	7	Global Project on the Implementation of PRTRs as a tool for POPs reporting, dissemination and awareness raising for Belarus, Cambodia, Ecuador, Kazakhstan, Moldova and Peru	UNEP	USD	1965000	13/05/2015	2020-12-31	USD 1,965,000.00
CWM	CWM	C2023.TARCW132.UNEP	In	4	4	NA	0	Strengthening national capacities for the integral management of chemicals in Peru (the "Activities")	UNEP	USD	38000	2023-08-24	2024-12-31	USD 38,000.00
CWM	CWM	C2022.TARCW124.WHO	In	2	6	NA	0	"Inter-Organisation Programme for the Sound Management of Chemicals (IOMC) Toolbox for decision making in chemicals management - Towards Achieving the SDGs (IOMC IV)	WHO	EUR	377590.2	2022-12-13	2025-12-31	USD 413,118.34
ED	ED	C2023.TARED005.CHFDA	In					60th Anniversary of UNITAR	Switz, Fed. Dept. Affair	USD	23000	2023-10-30	2024-02-01	23000
GCP	GCP	C2024.TARGC088.FAO	In	2	14	NA	0	Implementation of the project 'Facility for Action for Climate Empowerment to achieve Nationally Determined Contributions (FACE-NDC) in Zambia focusing on green economy and transition	FAO	EUR	1988988	2024-01-19	2030-02-28	USD 2,176,136.13

Programme(s)	Programme(s)1	Reference	Category	No. Reports on PTT	No. Reports in LoA	Grant-in of the IP	Grants-out of the project	Name	Donor	Currency	Amount	Start date	End date	Amount in USD
GCP	GCP	G2019.TARGC023.FAO.A2	Out	NF	NF	NF	NF	Support for the UN CC:Learn Project to Strengthen Learning and skills Development to Address Climate Change in the Republic of Kenya	FAO	USD	107000	2019-09-06	2021-05-31	USD 107,000.00
GCP	GCP	C2017.TARGC020.MPT F.A17	In	7	18	NA	33	TARGC020 - Inclusive green economy Goals (IGE) in Burkina Faso, Kyrgyz Republic, Mauritius, Brazil, Senegal, Ghana, Mongolia, South Africa, TARGC025 - Uruguay, Barbados	PAGE-Multi-Partner Trust Fund	USD	9394586	2017-06-01	2026-12-31	USD 9,394,586.00
GCP	GCP	C2021.TARGC061.CHADC	In	6	10	NA	5	UN CC:Learn - The One UN Climate Change Learning Partnership - Phase V	Switz, Agency Devlp &Coo	CHF	4000000	2021-09-01	2025-12-31	USD 4,667,444.57
GCP	GCP	G2023.TARGC061.ZAF npo	Out	6	6	C2021.TARGC061.C HADC	NA	Climate change support addressing awareness, information, education and action	MIET AFRICA	ZAR	1118934	2023-06-30	2024-03-31	USD 64,074.56
GCP	GCP	G2019.TARGC023.UNDP.A3	Out	NF	NF	NF	NA	Skills Development to Address Climate Change in the Republic of Malawi	UNDP	USD	108000	2019-07-16	2021-04-30	USD 108,000.00
HO	HO	C2023.TARHO064.JPN PM	In	1	2	NA	0	Emergency Assistance for Building Climate Resilient Economies: Enhancing Food Security through Innovation and Partnerships in Africa	Japan, Permanent Mission	USD	1000000	2023-01-31	2024-03-31	USD 1,000,000.00
HO	HO	C2023.TARHO060.JPN PM	In	0	2	NA	G2024.TARHO060.AFGM EC.A1	Emergency Assistance for Food Security and Job Creation through Entrepreneurship and Innovation in Afghanistan	Japan, Permanent Mission	USD	250000	2023-01-31	2024-03-31	USD 250,000.00
HO	HO	G2024.TARHO060.AFG MEC.A1	Out	0	2	C2023.TARHO060.JPNPM	NA	A workshop on developing business models to address Emergency needs of Food Security and unemployment challenges in Afghanistan	Moraa Educational Complex	AFN	4031841	2024-02-08	2024-03-29	USD 59,802.74
HO	HO	C2018.TARHO021.JPN HIR	In	5	6	NA	0	UNITAR Hiroshima Office for Asia and the Pacific	The Prefectural Government of Hiroshima	USD	2278080	2018-03-31	2022-03-31	USD 2,278,080.00
HO	HO	C2021.TARHO042.UNDP.A2	In	0	6	NA	0	Advancing Gender Equality and Women's Empowerment in Africa	UNDP	USD	583810	2021-02-12	2024-01-31	USD 583,810.00
MDP	MDP	G2023.TARMD126.ARO HA.A1	Out	4	4	C2021.TARMD126.U NOPS	NA	Climate Diplomacy Training in Accra, Ghana, and COP Preparatory Session in Dubai, UAE, prior to COP28	AROHA	CHF	113980	2023-09-22	2024-02-29	USD 132,998.83
MDP	MDP	C2022.TARMD170.ESP UOC	In	0	ND	ND	ND	Master's in International Affairs and Diplomacy, the Master's in Conflict, Peace and Security,	La Fundacion para la Universitat Oberta de Catalunya UOC	EUR	1051410	2022-08-29	2025-02-28	USD 1,150,339.17
MDP	MDP	C2022.TARMD140.CHN Looker.A1	In	0	NF	NA	1	International affairs and diplomacy through the implementation of a series of online training programmes on the United Nations	Looker Education Group	USD	804000	2022-12-14	2025-12-31	USD 804,000.00
MDP	MDP	C2018.TARMD041.SAU MFA.A1	In	1	NF	NA	1	KSA1 - Diplomatic Training Programme 2019 for the benefit of the diplomats from the Kingdom of Saudi Arabia	MOFA Kingdom of Saudi Arabia	USD	230000	2018-12-10	2021-12-31	USD 230,000.00
MDP	MDP	G2022.TARMD155.ITAL uiss	Out	3	3	C2021.TARMD155.IT AMFA.A1	NA	African Executive Diplomatic Academy: Executive Master in Global Public Diplomacy and Sustainable Development for 30 selected African states	Luiss Guido Carli	EUR	117000	2022-08-02	2022-10-31	USD 128,008.75
MDP	MDP	G2024.TARMD328.ITA MOLF	Out	0	2	C2024.TARMD328.IT AMFA	NA	UNITAR & Med-Or Joint Training and Advisory Programme for the Federal Government of Somalia on UN Security Council (UNSC) Membership	Med-Or Leonardo Foundation	EUR	520000	2024-10-18	2025-10-31	USD 568,927.79
MDP	MDP	G2020.TARMD013.RUS Aca	Out	2	2	C2016.TARMD013.RUS	NA	Official development assistance as a factor for ensuring socio-economic stability in recipient states	MGIMO-Federal State Autonomous Institution of Higher Education "Moscow State Institute of International Relations of the Ministry of Foreign Affairs of the Russian Federation"	USD	40000	2020-11-13	2020-12-31	USD 40,000.00

Progra mme(s)	Programme (s)1	Reference	Cate gory	No. Reports on PTT	No. Reports in LoA	Grant-in of the IP	Grants- out of the project	Name	Donor	Currency	Amount	Start date	End date	Amount in USD
MDP	MDP	C2021.TARMD155.ITA MFA.A1	In	1	1	NA	G2022.T ARMD15 5.ITALui ss	Executive Master in Global Public Diplomacy and Sustainable Development	The Ministry of Foreign Affair and International Cooperation	EUR	242583.3	2022-01-12	2022-12-31	USD 265,408.42
MDP	MDP	C2024.TARMD328.ITA MFA	In	0	NF	NA	G2024.T ARMD32 8.ITAMO LF	UNITAR & Med-Or Joint Training and Advisory Programme for the Federal Government of Somalia on UN Security Council (UNSC) Membership	The Ministry of Foreign Affair and International Cooperation	EUR	1000000	2024-10-09	2026-01-31	USD 1,094,091.90
NCD	NDC	C2019.TARNCD000.PriBo e.A1	In	2	14	NA	0	The Defeat-NCD Partnership - TARNCD00	Boehringer Ingelheim Corporate Center GmbH	USD	5000000	2019-10-01	2030-12-31	USD 5,000,000.00
NCD	NDC	C2022.TARNCD001.DNC D	In	0	10	NA	0	Capacity building for NCD and digital health	THE DEFEAT-NCD PARTNERSHIP	USD	2500000	2022-12-20	2027-12-31	USD 2,500,000.00
NCD	NDC	G2021.TARNCD002.WH O.A1	Out	0	ND	G2021.TA RNC002.W HO	NA	Implementation Research to Scale-up National Responses to Non-Communicable Diseases ("NCD") for Achieving Sustainable Development Goal ("SDG")	WHO	USD	90000	2021-02-25	2022-12-31	USD 90,000.00
NYO	NYO	C2022.TARNY058.DGA CM	In	4	4	NA	0	THE 2023 FELLOWSHIP BY THE PRESIDENT OF THE 77th SESSION OF THE GENERAL ASSEMBLY	Depa1iment of General Assembly and Conference Management ("DGACM")	USD	489428	2022-12-22	2023-12-15	USD 489,428.00
NYO	NYO	C2022.TARNY054.CHN Harb	In	1	2	NA	0	Global Competency Training Programme	Harbour Education	USD	136000	2022-11-18	2024-06-30	USD 136,000.00
NYO	NYO	C2020.TARNY032.QAT gov	In	1	1	NA	0	e Generation Amazing (GA) to implement the Youth Advocate Program in the State of Qatar	The permanent mission of Qatar to the United Nations	USD	20000	2020-11-25	2021-06-30	USD 20,000.00
NYO	NYO	C2021.TARNY044.UNH Q	In	4	4	NA	0	2022 Fellowship for Harnessing Opportunities for Promoting Empowerment of Youth	UNHQ - Secretariat	USD	310189.2	2021-12-15	2022-12-15	USD 310,189.15
PMCP	PMCP	C2021.TARPM024.JPN PM	In	2	2	NA	0	Training Programme to Enhance Conflict Prevention and Peacemaking in Central Africa Region (Global Ceasefire - Urgency to Prevent Conflicts and Make Peace in the Covid-19 Era)	Japan, Permanent Mission	USD	253963	2021-02-25	2022-03-31	USD 253,963.00
PMCP	PMCP	C2020.TARPM021.SWE MFA	In	2	2	NA	0	2020 Seminar for Special and personal representatives and evoys of the UN Secretary-General	Ministry for Foreign Affairs Sweden	SEK	1980000	2020-02-19	2020-12-31	USD 190,824.98
PMCP	PMCP	C2023.TARPM034.NOR MFA	In	2	2	NA	0	UNITAR Fellowship Programme in Peacemaking and Preventive Diplomacy	Norway-Ministry of Foreign Affairs	NOK	3500000	2023-04-14	2024-05-31	USD 326,919.48
PMCP	PMCP	C2023.TARPM033.CHF DA.A1	In	1	2	NA	0	18th Seminar for special and Personal Representatives and Envoys of the UN Secretary - General (2023)	Switz, Fed. Dept. Affairs	USD	420000	2023-03-06	2024-03-31	USD 420,000.00
PTP	PTP	C2019.TARPT055.DEU MoD.A4	In	1	3	NA	4	Support to the Establishment of the Psychiatric Unit of Malian Armed Forces (FAMA)	Federal Republic of Germany - Ministry of Defence	EUR	3724886	2019-11-26	2022-06-30	USD 4,075,367.59
PTP	PTP	C2023.TARPT138.DEU MFA.A3	In	3	6	NA	4	Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region	Federal Republic of Germany-Minister of Foreign Affairs	EUR	5500000	2023-05-12	2024-12-31	USD 6,017,505.47
PTP	PTP	G2024.TARPT160.GHA Gov-.A2	Out	5	5	C2024.TA RPT160.D EUMFA	NA	Support to the Kofi Annan International Peace Training Center (KAIPTC)	KOFI ANNAN International Peacekeeping Training Centre (KAIPTC)	USD	1400392	2024-03-01	31/12/2024	USD 1,400,392.00
PTP	PTP	G2021.TARPT055.MLIG ovt	Out	3	3	C2019.TA RPT055.D EUMoD.A4	NA	Appui à la mise en place de l'Unité Psychiatrique des Forces Armées Maliennes (FAMA)	L'ecole de Maintien de la Paix "Alioune Blondin Beye" EMPABB	XAF	25817800	2021-08-18	2021-08-31	USD 43,054.78
PTP	PTP	C2020.TARPT065.NOR MFA	In	5	5	NA	0	QZA 20/0090, Global Plan of Action on Humanitarian Energy: Preparing the Ground for Delivery at Scale in 2020-2021	Norway-Ministry of Foreign Affairs	NOK	12000000	2020-04-20	2022-05-31	USD 1,120,866.80
PTP	PTP	G2023.TARPT138.FRA MFA.A1	Out	2	4	C2023.TA RPT138.D EUMFA.A3	NA	P2023.TARPT138.FRAMFA - Renforcement de la sécurité maritime et de la lutte contre le terrorisme dans la région du Golfe de Guinée	Le ministère de l'Europe et des Affaires étrangères de la République française,	EUR	2482325	2023-07-24	2023-12-15	USD 2,715,891.68

Programme(s)	Programme(s)1	Reference	Category	No. Reports on PTT	No. Reports in LoA	Grant-in of the IP	Grants-out of the project	Name	Donor	Currency	Amount	Start date	End date	Amount in USD
									Direction de la coopération de sécurité et de défense					
GCS	SCYCLE	C2020.TARGC013.EC-DGEnv.A1	In	2	6	NA	0	Solutions for CRITICAL Raw materials - a European Expert Network 2 (SCRREEN2), No.958211	European Commission - DG Environment	EUR	2999875	2020-11-01	2023-11-01	USD 3,282,138.95
GCS	SCYCLE	G2022.TARGC032.KAZ CSD.A1	Out	3	8	C2021.TA RGC032.D EUMoE	NA	Support to National E-waste Monitors: Kazakhstan, Russia, Tajikistan and Uzbekistan	Center Cooperation for Sustainable Development (CSD-CENTER)	USD	99023.26	2022-06-24	2024-12-31	USD 99,023.26
GCS	SCYCLE	C2022.TARGC039.ECE C	In	0	Continuous in the EU platform	NA	0	Future Availability of Secondary Raw Materials	European Health and Digital Executive Agency (HADEA)	EUR	1611695	2022-07-11	2026-05-31	USD 1,763,342.45
GCS	SCYCLE	C2021.TARGC032.DEU MoE	In	2	4	NA	1	National E-waste Monitors: Kazakhstan, Russia, Tajikistan and Uzbekistan	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety - Government of the Federal Republic of Germany	EUR	306154.3	2021-12-14	2024-12-31	USD 334,960.97
GCS	SCYCLE	G2021.TARGC014.DEU npo.A1	Out	1	2	C2020.TA RGC014.U NEP.A2	NA	Assessment current capacities, approaches and initiatives in the electronics sector in the Central and Eastern Europe	Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V	EUR	22500	2021-07-26	2021-12-31	USD 24,617.07
GCS	SCYCLE	C2020.TARGC014.UNEP.A2	In	3	4	NA	2	UN to UN Agency Agreement - Research, stakeholder consultation and development of study	UNEP	USD	74987.04	2020-10-29	2021-11-30	USD 74,987.04
DCP	SDP	C2016.TARDC004.DIAG EO.A2	In	4	7	NA	3	Strengthening Road Safety in Cities	DIAGEO PLC	USD	1446568	2016-05-30	2021-07-31	USD 1,446,568.00
PHPO	SDP	G2019.TARPH008.AZE aca	Out	8	8		NA	Capacity Building in Nigeria's Oil Industry	Baku Higher Oil School (BHOS)	USD	186263	2019-07-09	2023-12-31	USD 186,263.00
DCP	SDP	G2022.TARDC040.GSF	Out	2	2	C2022.TA RDC040.T AKEDA	NA	High Value Surgical Care Systems presented by GSF Harvard TH Chan School of Public Health Executive and Continuing Professional Education	Global Surgery Foundation	USD	214437.6	2022-11-04	2023-01-31	USD 214,437.60
PHPO	SDP	C2018.TARPH004.NOR MFA	In	4	4	NA	0	Technical Capacity Development in Nigeria's Oil and Gas sector and Protection of Marine Resources	Norway-Ministry of Foreign Affairs	NOK	14865000	2018-12-03	2020-12-31	USD 1,388,473.75
DCP	SDP	C2023.TARDC050.TAK EDA.A1	In	0	1	NA	0	Strengthening Health Care Systems to Meet Patients' Need for Plasma and Plasma-Derived Therapies – Phase II	Takeda Pharmaceuticals International AG Singapore Branch	USD	250165.6	2023-06-12	2024-11-30	USD 250,165.63
PHPO	SDP	G2020.TARPH011.NGA pri1	Out	2	2	C2019.TA RPH011.N GApri		Pilot Plastic Management and Recycling Project for TEPNG Host communities	TOTAL E&P NIGERIA STAFF MULTIPURPOSE COOPERATIVE SOCIETY LIMITED	USD	274511	2020-07-17	2020-08-30	USD 274,511.00
DCP	SDP	G2019.TARDC004.FED ES	Out	0	1	C2016.TA RDC004.DI AGE0.A2	NA	Road Safety Conference in Brasilia	World Family Organization	EUR	13996	30/07/2019	31/12/2019	USD 15,312.91
PFTP	TFTPU	C2021.TARPF033.FAO	In					One facilitated e-Learning course on Trade and Food Security (TFS) in Arabic for the Near East and North Africa (NENA) region	FAO	USD	31500	2021-05-20	2021-11-30	USD 31,500.00
PFTP	TFTPU	C2022.TARPF038.UNDP	In	6	25			Strengthening Financial Systems Through Anti-Money Laundering and Combatting Financial Crime in Colombia: High-level and Specialized Certificate Training Program	UNDP	USD	3335040	2022-10-12	2025-08-31	USD 3,335,040.20
UNOSAT	UNOSAT	G2019.TARSA027.UKC WS.A3	Out	22	22	C2018.TA RSA027.U K Space Agency.A3	NA	Strengthening the resilience to the effects of Climate of Small Island Developing States	Commonwealth Secretariat	GBP	880557	2019-11-08	2021-02-06	USD 1,151,054.90
UNOSAT	UNOSAT	G2022.TARSA076.UKC WS	Out	4	7	C2021.TA RSA076.N ORAD. A1	NA	STRENGTHENING CAPACITIES IN THE USE OF GEOSPATIAL INFORMATION FOR IMPROVED RESILIENCE IN ASIA-PACIFIC AND AFRICA	Commonwealth Secretariat	GBP	219300	2022-12-16	2024-07-31	USD 286,666.67

Programme(s)	Programme(s) ¹	Reference	Category	No. Reports on PTT	No. Reports in LoA	Grant-in of the IP	Grants-out of the project	Name	Donor	Currency	Amount	Start date	End date	Amount in USD
UNOSAT	UNOSAT	G2022.TARSA062.CONI CET	Out	2	2	C2021.TARSA062.U NOPS-UNAOC	NA	Supervision of the cartography of religious sites in Argentina	Consejo Nacional de Investigaciones Cientificas Y Tecnicas	USD	5000	2022-11-03	2022-11-15	USD 5,000.00
UNOSAT	UNOSAT	C2022.TARSA091.NOR MFA.A1	In	4	8	NA		United Nations Satellite Centre (UNOSAT) Mapping Service- Evidence-based information support to humanitarian assistance , peace and security using satellite imagery and geospatial technologies	Norway-Ministry of Foreign Affairs	NOK	45000000	2022-07-14	2025-07-31	USD 4,203,250.51
UNOSAT	UNOSAT	C2021.TARSA076.NOR AD.A1	In	4	8	NA	7	Strengthening Capacities in the use of Geospatial Information for Improved Resilience in Asia-Pacific and Africa	The Norwegian Agency of Development Cooperation (NORAD)	NOK	60000000	2021-07-02	2024-12-31	USD 5,604,334.02
UNOSAT	UNOSAT	C2018.TARSA027.UK Space Agency.A3	In	27	27	NA	2	Common Sensing	UK Space Agency	GBP	3867081	2018-12-21	2022-03-31	USD 5,055,007.84
UNOSAT	UNOSAT	G2023.TARSA076.UND P.A1	Out	4	4	C2021.TARSA076.NORAD	NA	Technical Training on the Application of Geospatial Information for Disaster Risk Management.	UNDP	USD	20686	2023-10-25	2024-07-31	USD 20,686.00

Evaluation question matrix

Evaluation criteria and main evaluation question	Sub-questions	Data collection tools	Stakeholder to address
EFFECTIVENESS: How timely and flexible are UNITAR reporting processes and what is the reporting quality?	a. <i>How is timely reporting defined/understood by UNITAR, donors and IPs?</i>	Interviews Focus group, if possible	1. UNITAR's Divisions/Units selected 2. Donors 3. IPs
	b. <i>To what extent do UNITAR and IPs adhere to reporting deadlines?</i>	Desk review PTT Focus group, if possible	1. UNITAR's Divisions/Units selected 2. IPs
	c. <i>To what extent do reports meet the expectations of donors (and of UNITAR for IPs)?</i>	Survey Interviews	1. UNITAR's Divisions/Units selected 2. Donors
	d. <i>To what extent have donors (and UNITAR for IPs) expressed concerns for late reports?</i>	Survey Interviews (maybe)	1. Donors 3. UNITAR Divisions Units selected
	e. <i>To what extent are reporting requirements negotiated with donors (and between UNITAR and IPs) in the preparation of agreements?</i>	Interviews Focus Group, if possible Survey	1. UNITAR's Divisions/Units selected 2. Donors 3. IPs
	f. <i>To what extent does UNITAR adapt to changes in reporting requirements and can flexibility in timely reporting be reasonably tolerated and if so, under what conditions?</i>	Interviews Focus Group, if possible Survey	1. UNITAR's Divisions/Units selected 2. Donors
	g. <i>What factors explain timely adherence to reporting obligations, including variables such as budget size, reporting frequency/reporting load, consequences of late reporting, IP/programme capacity, clarity of roles, quality of reports, and the intended use/purpose of reports?</i>	Desk review Interviews Focus Group, if possible	1. UNITAR's Divisions/Units selected
	h. <i>What are the root causes that explain noncompliance with reporting obligations?</i>	Desk review Interviews Focus Group, if possible	1. UNITAR's Divisions/Units selected
	i. <i>To what extent do UNITAR and IPs have a clear, structured process to ensure timely reporting?</i>	Desk review Interviews Focus Group, if possible	1. UNITAR's Divisions/Units selected 2. IPs

Evaluation criteria and main evaluation question	Sub-questions	Data collection tools	Stakeholder to address
EFFICIENCY: What factors trigger compliance and timely reporting and what resources are in place to assure these?	e. Do UNITAR and IPs have adequate resources (staff, tools and monitoring and control systems) to meet formal and, if applicable, informal reporting obligations?	Desk review Interviews Focus Group, if possible	1. UNITAR's Divisions/Units selected 1. IPs
	f. What mechanisms help ensure timely preparation and submission of reports?	Interviews Focus Group, if possible	1. UNITAR's Divisions / Units selected 1. IPs
Good practices: How does UNITAR reporting practices mirror those of other UN organizations?	a. What actions have other entities taken to strengthen timely donor and IP reporting?	Document review, interview (maybe)	1. ITC-ILO, UNSSC
	b. What are the mechanisms and good practices in other United Nations entities ⁵¹ for ensuring timely reporting to donors and from IPs that UNITAR can learn from?	Document review, interview (maybe)	1. ITC-ILO, UNSSC

Surveys/questionnaires deployed

1. [UNITAR Personnel](#) (See on the link)
2. [Donors](#) (See on the link)
3. [Implementing Partners](#) (See on the link)

Questionnaires for the interviews

Questionnaire for UNITAR Personnel

Prior to the interview, check the corresponding reports from the Unit/Division selected and the [interview guidelines](#) for conducting the exercise

Related to donors

1. How do you define “timely reporting”?
2. How are reporting requirements (i.e., number and submission date of reports) decided or negotiated? If negotiated, when is it done (e.g. in the preparation of agreements) for donors? Have been there any informal reporting obligations?
3. What type of changes in reporting requirements has your unit/division experienced?
4. How has your division adapted to these changes in reporting requirements? (Same question for IPs)

⁵¹ Entities comparable in size or funding nature or working in the training and research area will be privileged.

5. According to you, to what extent does the unit/UNITAR adhere to reporting deadlines?
6. Have donors expressed concerns for late reports? Have donors been flexible in the reporting timing, in case of delays? Under what conditions?
7. To what extent do reports meet the expectations of donors (i.e. structure of the report, transparency, accountability, quality, etc)? To what extent do IPs' reports meet UNITAR expectations?
8. What is the reporting structure and process in your division/unit to donors?
9. How would you describe your communication with donors regarding the reporting process?
10. What are the formal and informal reporting channels with donors (if any)? How were they defined?
11. What factors influence the timing in reporting to donors in your unit/division (e.g. budget size, reporting frequency/reporting load, IP/programme capacity, quality and structure of reports, among others)?
12. Are there any relevant causes affecting the timely delivery of reports? Does your unit have a defined structure for reports documents to donors?
13. What type of challenges in reporting process has your unit/division faced? How does your division adapt to these challenges in reporting requirements?
14. What are the tools and resources that your unit uses for complying with the reporting obligations to donors (including monitoring and communication with donors) e.g. staff, report documents templates, M&E systems, etc?
15. What can be improved in your unit and UNITAR for ensuring the timely preparation and submission of reports?
16. What are some lessons learned from your collaboration with different donors and IPs in terms of reporting processes?

Related to IPs

17. To what extent does IP reporting timing influence the overall timely reporting to donors?
18. How are reporting requirements (i.e., number and submission date of reports) decided or negotiated? If negotiated, when is it done (e.g. in the preparation of agreements)? Have been there any informal reporting obligations?
19. Have you required any changes in reporting requirements to the IP? How the IP adapted to these changes in reporting requirements?
20. According to you, to what extent do IPs adhere to reporting deadlines?
21. Has your unit/division expressed concerns for late IPs reports? Has your unit/division been flexible in the reporting timing, in case of delays? Under what conditions?
22. To what extent do IPs reports meet UNITAR's/your unit expectations?
23. What is the reporting structure and process in your division/unit with IPs? Have they expressed concerns on this structure?
24. How would you describe your communication with IPs regarding the reporting process?
25. What are the formal and informal reporting channels with IPs (if any)? How were they defined?
26. What factors influence the timing in IP reporting that have been manifested by your partners (i.e. budget size, reporting frequency, IPs capacity, clarity of reporting roles, quality of reports, use/purpose of reports, etc.)?
27. Are there any relevant causes affecting the timely delivery of reports? Does your unit have a defined structure for reports documents to donors and for IPs?
28. What type of challenges in the reporting process have IPs experienced?

29. Are you aware of tools and resources that IPs use for complying with the reporting obligations (e.g. staff, report documents templates, M&E systems, etc.)?
30. What can be improved between your unit and the IPs for ensuring the timely preparation and submission of reports?
31. What are some lessons learned from your collaboration with different donors and IPs in terms of reporting processes?

Interview questions for donors

Prior to the interview, check the corresponding reports from the donor selected and the [interview guidelines](#) for conducting the exercise

1. How do you define “timely reporting”?
2. What is the structure and process for reporting between UNITAR and the institution you represent? In your view has this process led to delays in the delivery of the finalized report?
3. How can you describe your communication with UNITAR regarding the reporting process? What are the formal and informal (e.g. soft reporting in form of presentations, calls, etc.) reporting channels (if any)? How were they defined?
4. How well do you consider that the unit/UNITAR adheres to reporting deadlines?
5. To what extent do UNITAR’s reports meet the expectations of the institution you represent (i.e. structure of the report, transparency, accountability, quality, etc.)?
6. Have you raised concerns for late reports? Have you been flexible in the reporting timing, in case of delays? Under what conditions?
7. When are reporting requirements defined (e.g. the preparation of agreements)? Have you agreed upon any informal reporting obligations?
8. During the project implementation, have there been changes in the reporting requirements? How well has UNITAR adapted to these changes in reporting requirements?
9. The use of UNITAR reports for them (interim report, financial and evaluation report)
10. What recommendations do you suggest for improving the reporting process with UNITAR in the future?

Interview questions for IPs

Prior to the interview, Check the corresponding reports from the IP selected and the [interview guidelines](#) for conducting the exercise

1. Can you briefly tell us about the grant awarded to your organization?
2. When are reporting requirements decided upon (e.g. the preparation of agreements)? Have you agreed upon any informal reporting obligations?
3. What is the structure and process for reporting to UNITAR? Does UNITAR provide feedback on the reports and asks for revisions? In your view has this process led to delays in the delivery of the finalized report?
4. What are the formal and informal reporting channels (if any)? How were they defined?
5. What challenges have you faced in the reporting process?
6. How well do you adhere to reporting deadlines?
7. How flexible has been UNITAR with respect to reporting timing?
8. How well have you adapted to changes in reporting requirements?

9. What internal or external factors explain your adherence to reporting deadlines to UNITAR?
10. Are there any relevant causes affecting the timely delivery of reports?
11. What are the tools and resources that you use for complying with the reporting obligations to UNITAR (including monitoring and communication with donors) e.g. staff, report documents templates, M&E systems, software, etc? If dedicated staff, how many personnel are involved?
12. To what extent do the reports delivered meet the expectations of UNITAR (i.e. structure of the report, transparency, accountability, quality, etc.)?
13. How would you describe your communication with UNITAR regarding the reporting process?
14. How do you define “timely reporting”?
15. What are your lessons learned from the reporting process? What can be improved in your organization and UNITAR for ensuring the timely preparation and submission of reports?

Interview questions for Other UN organizations

Adjust to each organization

1. Could you please describe the challenges in terms of timely reporting within your organization for donors and for IPs.
2. What (do you consider) were the root causes and factors that explain the noncompliance with reporting obligations (if the case)?
3. What actions have you undertaken for strengthening timely donor and IP reporting?
4. Have you seen any changes in the reporting structure and resources involved in the process after the implementation of these actions?
5. What mechanisms help ensure timely preparation and submission of reports?
6. What lessons learned and recommendations would you like to share with us for improving the reporting timing?

List of documents reviewed

- [Report of the Board of Auditors](#)
- [Managing for Results Policy](#)
- [ToRs Partnerships and Resource Mobilization Unit](#)
- [Pass-through funding modalities](#)
- [Policy Guidelines for Agreements on the Acceptance of Contributions for Specific Purposes "Grants-In"](#)
 - ✓ [Letter of Agreement Template](#)
- [Policy Guidelines for Agreements with Implementing Partners \(Grants-out\)](#)
- Project Tracking Tool (PTT) Project Database 2020-2024
- PTT Reporting Visualization
- Output Delivery Verification Reports for sampled projects
- [UNITAR's Memorandum on procedures related to the processing of grant agreements with IPs](#)
- [UNITAR's Memorandum on the revisions to Model Template, Grant Letter of Agreement with IP and related documents](#)
 - ✓ [Annex 1 - Direct Grant Award Implementing Partner Selection Form](#)
 - ✓ [Annex 2 - Standard Grant Agreement template \(with annexes\)](#)
 - ✓ [Annex 3- IP Payment Checklist](#)
 - ✓ [Annex 4-PTT Document Checklist - Grants to IPs](#)

List of persons interviewed

Stakeholder	Programme Unit/ Donor Institution	Name	Gender	Interview date
UNITAR Personnel	PTP	Sadiq Zafrullah	M	12-Dec-24
UNITAR Personnel	HO	Mihoko Kumamoto	F	12-Dec-24
Donor	UNEP	Eduardo Petit	M	12-Dec-24
IP	MIET Africa	Megan Cockerill	F	13-Dec-24
UNITAR Personnel	CWM	Jorge Ocaña	M	13-Dec-24
Donor	The Swiss Agency for Development and Cooperation (SDC)	Lena Greil	F	13-Dec-24
IP	KAIPTC	Augustine Owusu and Samantha Quaye	M and F	16-Dec-24
IP	TOTAL E&P NIGERIA STAFF MULTIPURPOSE COOPERATIVE SOCIETY LIMITED	Obiora Ezeugoh, Ikhuemi Oise, Charles Nwafor, Eteobong Tom		16-Dec-24
Donor	UNHQ - Secretariat	Peter Faiz	M	16-Dec-24
UNITAR Personnel	GCP	Vanita Bardeskar	F	17-Dec-24
UNITAR Personnel	SDP	Daniel Nazarov	M	17-Dec-24
UNITAR Personnel	HO	Chisa Mikami	F	18-Dec-24
UNITAR Personnel	PTP	Frank Borchers	M	18-Dec-24
UNITAR Personnel	PTP	Kerstin Bartsch	F	18-Dec-24
Donor	Norway-Ministry of Foreign Affairs	Mariann Ruud Hagen	M	18-Dec-24
Donor	Ministry for Foreign Affairs Sweden	Jonas Gräns	F	18-Dec-24
UNITAR Personnel	UNOSAT	Olivier Van Damme	M	18-Dec-24
UNITAR Personnel	SDP	Michaela Majcin	F	19-Dec-24
UNITAR Personnel	A2030	Elena Proden	F	19-Dec-24
UNITAR Personnel	FBU	Edlira Beqiri	F	19-Dec-24

Donor	Takeda Pharmaceuticals International AG Singapore Branch	Tineke Zuurbier	F	19-Dec-24
Donor	FAO	Iryna Kobuta	F	19-Dec-24
UNITAR Personnel	ED	Jonas Haertle	M	19-Dec-24
UNITAR Personnel	MDP	Marçal Jane	M	20-Dec-24
UNITAR Personnel	MDP	Phillipe Aubert	M	20-Dec-24
UNITAR Personnel	MDP	Helen Austin	F	20-Dec-24
Donor	The Norwegian Agency of Development Cooperation (NORAD)	Lars Nasset	M	20-Dec-24
Donor	The Norwegian Agency of Development Cooperation (NORAD)	Henriette Friling	F	20-Dec-24
UNITAR Personnel	SCYCLE	Ruediger Kuehr	M	20-Dec-24
Donor	UNDP	Jimmy Tabu	M	20-Dec-24
IP	Le ministère de l'Europe et des Affaires étrangères de la République française, Direction de la coopération de sécurité et de défense	Ikram Hajji	M	23-Dec-24
IP	MGIMO	Yana Ostashova	F	23-Dec-24
UNITAR Personnel	UNOSAT	Kalpesh Arya	M	23-Dec-24
IP	Consejo Nacional de Investigaciones Científicas Y Técnicas	Verónica Jiménez Béliveau	F	03-Jan-25
IP	UNDP Bangladesh (with a2i)	Arif Khan and Ashraful Islam	M	07-Jan-25
IP	UNDP	Jane Swira	F	08-Jan-25
IP	Fraunhofer Gesellschaft zur Förderung der	Otmar Deubzer	M	08-Jan-25

	angewandten Forschung e.V			
UNITAR Personnel	NYO	Tianyi Zhao	F	Written questions
UN organization	FAO	Natalie Grant	F	07-Jan-25
UN organization	FAO	Cary Hendrickson	F	07-Jan-25
UN organization	ITCILO	Eiman Elmasry	F	20-Dec-24
UN organization	IOM	Nastassja White	F	30-Jan-25

Evaluation consultant code of conduct

Annex: Evaluation Consultant Code of Conduct and Agreement Form

The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.


Evaluation Consultant Agreement Form¹

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Rebeca Saray Lara Benavides

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.

Signed at G  and on October 09th, 2024

Signature: _____



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration** of risks and benefits from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Rebeca Saray Lara Benavides

(Signature and Date)

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