

EVALUATION ON DONOR AND IMPLEMENTING PARTNER REPORTING

MANAGEMENT RESPONSE

(Note: This form is to be included in the final report.)

Instructions for completing this form: Section I is an overview and it informs which recommendation is for action or information and for which units. Section II provides you the opportunity to insert overall comments. Section III must be filled in for each recommendation addressed to your unit and/or division. For accepted or partially accepted recommendations, please also indicate the planned actions to implement the recommendation, responsible person/team, timeframe, information source, budget (resources) allocated and status at the moment of completion / update of this management response. Section IV will on be filled in ONLY AFTER 6 months and one year of PPME receiving this management response.

Name of programme/office/unit:	All UNITAR Programmatic Divisions and FBU		
Name of programme manager and title:	N/A		
Name of project undertaking:	UNITAR Donor and Implementing Partner Reporting	Project ID	N/A
Donor:	Multiple		
Name of cluster evaluation:	Evaluation on UNITAR Donor and Implementing Partner Reporting		
Evaluation Report issuance date:	February 2025		

SECTION I – Overview								
Recommendations	FBU	Peace	People	Planet	Prosperity	Multilateral Diplomacy	Satellite Analysis and Applied Research	NCD, Digital Health, and Capacity Building
Recommendation 1:	Partially accepted	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recommendation 2:	N/A	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
Recommendation 3:	N/A	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
Recommendation 4.	N/A	Accepted	Accepted	Partially accepted	Partially accepted	Partially accepted	Accepted	Accepted
Recommendation 5.	N/A	Rejected	Accepted	Partially accepted	Rejected	Partially accepted	Partially accepted	Accepted
Recommendation 6.	N/A	Accepted	Accepted	Partially accepted	Partially accepted	Partially accepted	Accepted	Accepted
Recommendation 7.	N/A	Accepted	Accepted	Accepted	Partially accepted	Accepted	Accepted	Accepted

SECTION II – COMMENTS ON FINDINGS / CONCLUSIONS	
Unit/Division	Comments on the evaluation’s findings and conclusions that inform the evaluation recommendations
FBU	No further comments
Peace	No further comments
People	The Division accepts all the recommendations.
Planet	Implementation of recommendations for medium and large projects. For recommendation 4: Accepted if the recommendation refers to introducing a KPI on this in PERs. There is no framework, to my knowledge, that would host a KPI other than PERs. Recommendations 5 and 6 accepted but subject to funding.
Prosperity	NA
Multilateral Diplomacy	<ul style="list-style-type: none"> - For recommendation 4: we acknowledge the importance of tracking reporting timeliness but partially accepts this recommendation, as further assessment is needed to ensure a KPI aligns with diverse reporting requirements across its programmes, projects, and partners. - For recommendation 5: While we agree on the value of structured donor feedback, the recommendation is partially accepted because alternative feedback mechanisms may be more efficient and less resource-intensive than an annual survey. - For recommendation 6: we recognize the general need to strengthen IP reporting quality but partially accepts this recommendation, as the feasibility of additional training and institutional strengthening will depend on available resources and contextual constraints. - For recommendation 7: Programme accepts the recommendation but requests PPME to take the lead in providing more elaborate templates and methodological support, particularly when it comes to examples of measurable indicators and linking narrative and financial reports
Satellite Analysis and Applied Research	No further comments
NCD, Digital Health, and Capacity Building	No further comments

SECTION II – EVALUATION RECOMMENDATIONS									
Management Response to Recommendations and Planned Action									
Recommendations	Division / Unit	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action					
				Key action (s)	Responsible	Timeframe (to be implemented by)	Information Source (link, document or any other evidence for future verification of planned actions)	Budget allocated (if necessary, otherwise specify “N/A”)	Status at the time of completing the MR (planned or under implementation)
Recommendation 1: <u>Short-term (0-6 months)</u> On improving the timeliness of financial reporting: FBU should provide additional training/guidance to Programme Units on the financial aspects of donor and IP reporting. ¹ This could include, for example, <ul style="list-style-type: none"> 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 	FBU	Partially Accepted	<ul style="list-style-type: none"> Programme Unit already have access to Quantum and can see the expenditures and balance in each project. Financial reporting is done by FBU only. Programme involvement is when categorization is needed; FBU will provide the extract of the financial data to the programme focal point which will provide the information about the categorization. We don't think an operational guidance is really needed on this case as there are so many reporting formats depending on the donor's requirements. 	To make the financial report standard template available on the UNITAR intranet. The template can be used by the programme when negotiating with the donor. To write a standard notes to be given to the donor in order for them to accept the standard report format.	FBU	September 2025	N/A	N/A	Planned

¹ For IP reporting, in consultation with PGOU.


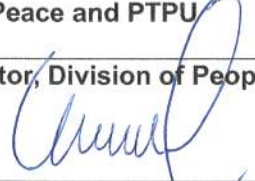
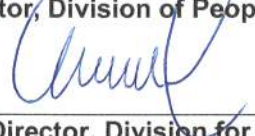




reporting template whenever possible can lead to better timeliness and is less resource-intensive <ul style="list-style-type: none"> Make the financial standard template available on UNITARnet for consultation during the agreement's negotiation and reporting periods. 									
Recommendation 2: Short-term (0-6 months) On reporting timeliness, in general: UNITAR managers should enhance collective understanding on how timely and accurate reporting supports organizational goals, donor trust and partnership development. This could include: <ul style="list-style-type: none"> 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 	Peace	Accepted	No further Comment	Monthly meeting to be organised by the Director/Manager/OiC to review the list of the due/overdue pending reports and to adress any challenges	Mr Evariste Karambizi and Mr Frank Borchers	December 2025	N/A	N/A	Planned
	People	Accepted	N/A	This will be brought up and discussed in detail during the Division's weekly coordination meetings.	Mr. Alex Mejia	Within 6 months			
	Planet	Accepted	GCP already has good reporting in place, as does SCYCLE.	To be introduced in a cross programme discussion.	Angus Mackay	Routinely	NA	NA	To be initiated
	Prosperity	Accepted	This is already under implementation.	Ensure to plan for the reporting well in advance.	Project managers and team leaders	Under implementation	Project Completion Reports	About 100% time of one IC	Under implementation
	Multilateral Diplomacy	Accepted	No further comments	Sharing of good practices in next brownbag events (if requested)	Respective Projects Managers	Recommendation already being implemented	N/A	N/A	Recommendation already being implemented
	Satellite Analysis and Applied Research	Accepted	No further comments	Tracking of deadlines for project reporting; ensuring quality in reporting by setting aside time in the work plan.	Project Managers	June 2025	Project reports	N/A	Not started
	NCD, Digital Health, and Capacity Building	Accepted	The Division already has a good reporting cycle in place.	Ensure to plan for the reporting well in advance.	Respective Projects Managers	Routinely	NA	NA	To be initiated

reporting in work planning; • Budgeting time required for reporting in project budgets so that reporting becomes a dedicated and budgeted task.									
Recommendation 3: <u>Short-term (0-6 months)</u> On reporting timeliness, in general: 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.	Peace	Accepted	No Further Comment	This is already implemented: focal point for reporting monitoring responsibility is already assigned	Mr Evariste Karambizi and Mr Frank Borchers	Already implemented	N/A	N/A	Already implemented
	People	Accepted	N/A	Existing reviewing and reporting mechanisms will be reviewed and streamlined where needed.	Mr. Alex Mejia	Within 6 months			
	Planet	Accepted	GCP has a good record in this area.	To be discussed with other programmes within the Division	Angus Mackay	Routinely	NA	NA	To be implemented
	Prosperity	Accepted	This recommendation is already under implementation.	N/A	Project Managers	Recommendation already under implementation.	NA	About 5-10% of the time of project personnel (s)	Under implementation.
	Multilateral Diplomacy	Accepted	Specific reporting tasks to project personnel already in job descriptions/terms of reference	N/A	Respective Projects Managers	Recommendation already being implemented	N/A	N/A	Recommendation already being implemented
	Satellite Analysis and Applied Research	Accepted	This recommendation is already implemented.	N/A	Project Managers	Completed	Terms of reference of project managers	N/A	
	NCD, Digital Health, and Capacity Building	Accepted	The Division already has a good reporting cycle in place.	Existing reviewing and reporting mechanisms will be reviewed and streamlined where needed.	Respective Projects Managers	Routinely	NA	NA	To be initiated
Recommendation 4: <u>Medium to long-term (6-12 months)</u> Assign a KPI and report annually on timeliness and monitor feedback from donors. UNITAR management should identify a key performance indicator for donor and IP reporting timeliness and	Peace	Accepted	No further Comment	KPIs will set and communicated to the different partners	Mr Evariste Karambizi and Mr Frank Borchers	December 2025	N/A	N/A	To be implemented
	People	Accepted	N/A	KPI to be discussed and identified, after which a monitoring focal point will monitor performance.	Mr. Alex Mejia	Within 12 months			
	Planet	Partially accepted	There is not framework that I know of that would host a KPI other than PERs. If this is the suggestion then we could introduce a KPI on this in PERs. So accepted on that basis.	KPIs could be introduced into PERs formally	Operations Division	As required	NA	NA	As required

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.	Prosperity	Partially accepted	Submission of timeline and quality reports is key to trust building and fundraising. Assumption is that this is done, unless there are some specific situations.	Ensure reports are prepared and submitted in a timely manner.	Programme managers	NA	NA	NA	NA
	Multilateral Diplomacy	Partially accepted	We acknowledge the importance of tracking reporting timeliness but partially accepts this recommendation, as further assessment is needed to ensure a KPI aligns with diverse reporting requirements across its programmes, projects, and partners	Discussion between Divisions to identify the most accurate and/or relevant KPIs for such recommendation	Respective Projects Managers	December 2025	N/A	N/A	In discussion
	Satellite Analysis and Applied Research	Accepted.	No further comments	Including KPI related to donor and IP reporting timeliness in the annual work plan.	UNOSAT Manager	June 2025	Annual work plan	N/A	Not started
	NCD, Digital Health, and Capacity Building	Accepted.	Agree with above suggestion to include a KPI on this in performance evaluation of personnel.	KPIs could be introduced into PERs formally	Operations Division	As required	NA	NA	As required
Recommendation 5: <u>Medium to long-term (6-12 months)</u> Assign a KPI and report annually on timeliness and monitor feedback from donors. 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	Peace	Rejected	We suggest this to be conducted at the Institute level. Divisions could be having the same partners. It is important to coordinate and centralize those kinds of surveys to avoid conflicting surveys reports. This is also more efficient as it would help to optimize the resources invested in the survey exercises.	Refer to the comment	Mr Evariste Karambizi and Mr Frank Borchers	N/A	N/A	N/A	N/A (refer to the comment)
	People	Accepted	N/A	KPI to be discussed and identified, after which a monitoring focal point will monitor performance.	Mr. Alex Mejia	Within 12 months			
	Planet	Partially accepted	This could be done but it is a non resourced requested. As funding becomes tighter over the next biennium we may lose the capacity to do this	This would most likely have to be managed centrally	Operations Division	As required	NA	NA	As required
	Prosperity	Rejected	While it is vital to maintain close communications with partners and get feedback regularly, survey may not be the most effective form to do that. Country tend to give feedback in different ways. For instance, regular, in-person meetings are effective to receive in-depth feedback and build trust.	Maintain regular communications with donors.	Director/Managers/Team Leaders	NA	NA	NA	NA
	Multilateral Diplomacy	Partially accepted	While we agree on the value of structured donor feedback, the recommendation is partially accepted because alternative feedback	Discussion between Divisions to identify other more effective and efficient feedback mechanisms	Respective Projects Managers	December 2025	N/A	N/A	In discussion

institutional awareness of reporting relevance.			mechanisms may be more efficient and less resource-intensive than an annual survey.						
	Satellite Analysis and Applied Research	Partially accepted	While we agree on the recommendation, we believe it shall be handled at the Institute level and not by single Divisions / Programmes to avoid overwhelming donors with requests.	Refer to the comment.	Refer to the comment.	N/A	N/A	N/A	N/A
	NCD, Digital Health, and Capacity Building	Accepted	This initiative is feasible; however, it currently lacks dedicated resources. With anticipated budget constraints in the upcoming biennium, individual programme/ division level capacity to support this may diminish. Consequently, centralized management by the Operations Division would likely be necessary	This task would most be best managed centrally	Operations Division	As required	NA	NA	As required
Recommendation 6: <u>Medium to long-term (6-12 months)</u> The evaluation also identified the need to enhance the quality of reports, particularly those reports received from IPs. 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.	Peace	Accepted	No further comment	The Division already has a portion of institutional strengthening on its its programme with IPs. The Division is developing a reporting guideline for its IPs. It will include the automation of reminders	Mr Evariste Karambizi and Mr Frank Borchers	December 2025	N/A	N/A	Planned
	People	Accepted	N/A	While no problems with IP report quality have been experienced, additional efforts will be undertaken to facilitate conditions for IPs' reports to meet standards.	Mr. Alex Mejia	Within 12 months			
	Planet	Partially accepted	Similarly this would have to be budgeted into projects as there is no other funding available for this. It would be acceptable if our funding partners agrees therefore	This is potentially a major investment. Piecemeal efforts would not have lasting impact. EG, any measures taken would have be taken in the context of existing public sector reform programmes in each country (eg, WB, EU). Most likely administrative efficiency will be a key element.	ED, Directors, Managers			Potentiall y very significant. Needs to be aligned with other donor programmes	Strategy discussion required
	Prosperity	Partially accepted	Prosperity Division has limited IPs thus far. Nonetheless, this raises an important, and will pay close attention.	Provide guidance, advice, training to IPs as needed	Team Leaders	Continuously	NA	NA	NA
	Multilateral Diplomacy	Partially accepted	We recognize the general need to strengthen IP reporting quality but partially accepts this recommendation, as the feasibility of additional training and institutional strengthening will depend on available resources and contextual constraints.	Share automating reminders for reporting to IPs directly and/or ensure the forwarding of PTT reminders	Respective Projects Managers	Recommendation already being implemented	N/A	N/A	Recommendation already being implemented
	Satellite Analysis and	Accepted	No further comments	Integrating institutional strengthening as part of a	Project Managers	December 2025	Project reports	Personnel time – amount	Not started

	Applied Research			long-term strategies to build national capacities.				to be determined	
	NCD, Digital Health, and Capacity Building	Accepted	The Division has limited IPs thus far. Nonetheless, this raises an important, and will pay close attention.	Provide guidance, advice, training to IPs as needed	Project Managers	Continuously	NA	NA	NA
Recommendation 7: <u>Medium to long-term (6-12 months)</u> UNITAR should further enhance the quality of narrative reports including using innovative reporting methods. This could include: <ul style="list-style-type: none"> 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. 	Peace	Accepted	No further comments	The Division strongly agree with the recommendation, it will build on the started developing of a reporting guideline for IPs and include other reporting quality aspects including the alignment to the project document, the link between the financial and narrative reports etc.	Mr Evariste Karambizi and Mr Frank Borchers	Within 12 Months	N/A	N/A	Planned
	People	Accepted	N/A	This will be brought up and discussed in detail during the Division's weekly coordination meetings	Mr. Alex Mejia	Within 12 months			
	Planet	Accepted	Depends on the size of the project. GCP has excellent reporting on its two larger programmes (PAGE and UNCC:Learn).	Quality of reporting for projects of over 500k can be discussed at the division level.	Angus Mackay	Routinely	NA	NA	Routinely
	Prosperity	Partially accepted	In principle, accepted. How to improve the quality of innovative reporting could benefit more internal discussion. We are highly aware that donors are eager to reports on impacts, rather than outputs.	Cross divisional discussion on innovative, effective reporting could be helpful.	Project personnel(s)	December 2025	N/A	A	N/A
	Multilateral Diplomacy	Accepted	Programme accepts the recommendation but requests PPME to take the lead in providing more elaborate templates and methodological support, particularly when it comes to examples of measurable indicators and linking narrative and financial reports	PPME to take the lead in providing more elaborate templates and methodological support	Respective Projects Managers	December 2025	N/A	N/A	Planned
	Satellite Analysis and Applied Research	Accepted	No further comments	Assigning a dedicated person within the team to prepare narrative reports using innovative reporting methods	Communication / M&E	Implemented	Project reports	Personnel time – amount to be determined	Implemented
	NCD, Digital Health, and Capacity Building	Accepted	The Division has very good quality and fit for purpose level of reporting for its projects	Review best practices at UNITAR to further improve M&E and reporting quality of current and future projects.	Respective Projects Managers	Routinely	NA	NA	Routinely

Name of Director/Programme Manager	Date	Signature
FBU	01.04.2025	Jao Ratsifandrianananana, Chief, FBU 
Peace	03.04.2025 (date when response was provided)	Frank Borchers, Head, UNITAR Bonn Office Chief, Division for Peace Office in Bonn OIC, Division for Peace and PTPU 
People	14.03.2025	Alex Mejia, Director, Division of People 
Planet	8 April 2025	Angus Mackay, Director, Division for Planet 
Prosperity	07.04.2025 (date when response was provided)	Mihoko Kumamoto, Director, Division for Prosperity
Multilateral Diplomacy	14.03.2025	Philippe Aubert, OIC, DMD 
Satellite Analysis and Applied Research	07.04.2025 (date when response was provided)	Claudia Croci, OIC 
NCD, Digital Health, and Capacity Building	8 April 2025	Mukul Bhola, Director, Division on NCD, Digital Health, and Capacity Building 

SECTION III – FOLLOW-UP / TRACKING								
Management Response to Recommendations and Planned Action Follow- up								
Recommendation	Programme Unit	Management Response (Accepted, Partially Accepted or Rejected)	Management response comments	Planned action				
				Key action (s)	Status 6 months (planned, under implementation, implemented)	Comments	Status one year (planned, under implementation, implemented)	Comments
	This column will be completed by PPME	This column will be completed by PPME	This column will be completed by PPME	This column will be completed by PPME	This column will be completed after six months only	Write in this column any comments explaining, giving context or details on the actual status of the planned action	This column will be completed after one year only	Write in this column any comments explaining, giving context or details on the actual status of the planned action
Recommendation 1: <u>Short-term (0-6 months)</u> On improving the timeliness of financial reporting: FBU should provide additional training/guidance to Programme Units on the financial aspects of donor and IP reporting. ² This could include, for example, <ul style="list-style-type: none"> 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. 	FBU							

² For IP reporting, in consultation with PGOU.

<div>Recommendation 2:</div> <div>Short-term (0-6 months)</div> <div>On reporting timeliness, in general:</div> <div>UNITAR managers should enhance collective understanding on how timely and accurate reporting supports organizational goals, donor trust and partnership development. This could include:</div> <div><ul style="list-style-type: none">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.</div>	Peace					
	People					
	Planet					
	Prosperity					
	Multilateral Diplomacy					
<div>Recommendation 3:</div> <div>Short-term (0-6 months)</div> <div>On reporting timeliness, in general:</div> <div>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.</div>	Satellite Analysis and Applied Research					
	NCD, Digital Health, and Capacity Building					
	Peace					
	People					
	Planet					
	Prosperity					
	Multilateral Diplomacy					
	Satellite Analysis and Applied Research					

	NCD, Digital Health, and Capacity Building						
	Peace						
	People						
Recommendation 4: <u>Medium to long-term (6-12 months)</u> Assign a KPI and report annually on timeliness and monitor feedback from donors. 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.	Planet						
	Prosperity						
	Multilateral Diplomacy						
	Satellite Analysis and Applied Research						
	NCD, Digital Health, and Capacity Building						
	Peace						
	People						
Recommendation 5: <u>Medium to long-term (6-12 months)</u> Assign a KPI and report annually on timeliness and monitor feedback from donors. 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.	Planet						
	Prosperity						
	Multilateral Diplomacy						
	Satellite Analysis and Applied Research						
	NCD, Digital Health, and Capacity Building						

<p>Recommendation 6:</p> <p><u>Medium to long-term (6-12 months)</u></p> <p>The evaluation also identified the need to enhance the quality of reports, particularly those reports received from IPs.</p> <p>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.</p>	Peace						
	People						
	Planet						
	Prosperity						
	Multilateral Diplomacy						
<p>Recommendation 7:</p> <p><u>Medium to long-term (6-12 months)</u></p> <p>UNITAR should further enhance the quality of narrative reports including using innovative reporting methods. This could include:</p> <ul style="list-style-type: none"> 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. <p>Including a stronger link between the narrative and</p>	Peace						
	People						
	Planet						
	Prosperity						
	Multilateral Diplomacy						

financial reports, explaining changes in resource allocation and financial progress.

Satellite Analysis and Applied Research

NCD, Digital Health, and Capacity Building

Name of Director/Programme Manager	Date	Signature
FBU		
Peace		
People		
Planet		
Prosperity		
Multilateral Diplomacy		
Satellite Analysis and Applied Research		
NCD, Digital Health, and Capacity Building		