

UNITAR Division for Prosperity Three-Year Strategy (2020 – 2023) Leaping from Crisis to Sustainable Prosperity and Development



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Director's Message

New Challenges, New Opportunities, and Our Vision



The Division for Prosperity of the United Nations Institute for Training and Research (UNITAR) is excited to launch its new strategy document for 2020 to 2023, which is aligned with [UNITAR's Strategic Framework 2018 – 2021](#). This strategy document was developed against the backdrop of the coronavirus, which has caused immense hardship across the globe. The pandemic has severely affected not only the health systems but also socio-economic and all the other aspects of human lives, revealing the fragility of the modern society.

The pandemic has been a wake-up call for all of us by showing the urgent needs to shift to sustainable livelihoods enshrined by the Agenda 2030. We need to work together and turn this challenging situation into an opportunity to build back better. UNITAR's Division for Prosperity is committed to working in solidarity with diverse partners at the local, national, regional and global levels to attain sustainable development by offering impactful, innovative training and learning opportunities around the world.

Mihoko Kumamoto
Director, Division for Prosperity, UNITAR

Who We Are



The Division for Prosperity is one of the eight divisions of UNITAR dedicated to supporting countries to shape an inclusive, sustainable and prosperous world by offering world-class learning and knowledge sharing services to present and future changemakers, particularly youth and women, from developing countries including least developed countries (LDCs), land-locked developing countries (LLDCs), small island developing states (SIDS), and conflict and post-conflict countries on six priority areas.

The current structure of the Division for Prosperity was established in 2019, and consists of two programme units – The Trade and Finance Programme Unit and the Hiroshima Office. The members of the Division for Prosperity come from diverse backgrounds and are located across the globe including Switzerland, Japan, Afghanistan, Iraq and South Sudan.

Our priority areas are:

- » Entrepreneurship and Private Sector Development
- » Leadership and Empowerment including the empowerment of women
- » Trade and Finance
- » Anti-corruption and Combatting Crimes
- » Frontier Technologies
- » Hiroshima and Peace

Advisory Board Leadership

The Advisory Board for the Division for Prosperity was founded in 2020 to provide strategic and substantive guidance to the directions and operations of the Division for Prosperity. The Advisory Board consists of distinguished members from diverse backgrounds:

Michael Fors

(Advisory Board Chair), Executive Leader, Boeing's Leadership, Learning and Organizational Capability Team, Boeing Company Limited



Linda Hill

Wallace Brett Donham Professor of Business Administration Faculty Chair, Leadership Initiative, Harvard Business School



Beat Stettler

Founder/Managing Director, Innotain Suisse



Ashleigh Owens

Senior Advisor, Shift



Jos Verbeek

Former Manager and Special Representative to the UN and WTO, World Bank Geneva



What Is Our Theory of Change?

Our overall vision is to accelerate the attainment of the SDGs and we do this by offering impactful, innovative training and learning opportunities on sustainable prosperity.



Activities

We will implement Training and learning activities in various modes (face-to-face, online, blended) in the areas of:



Entrepreneurship and Private Sector Development



Leadership and Empowerment



Finance and Trade



Anti-Corruption and Combatting Crime



Frontier Technologies



Hiroshima and Peace

Values

Our activities will place at core the following 10 values:

<p>Generate Change Agents</p> <p>Leaders in communities and organizations, particularly youth and women, are chosen to catalyse and expand programme impact through the multiplier effect.</p>	<p>Engage in Coalition-building</p> <p>Participants are chosen from varied regions and backgrounds so their projects receive wide-ranging group feedback while shaping inclusive networks.</p>	<p>Build Partnerships</p> <p>We collaborate with global/regional/local centres of excellence offers latest thinking in thematic areas.</p>	<p>Boost Relevance</p> <p>We conduct needs assessments and we connect to current SDGs, incorporating community specifics, and integrating greater issues and trends of the moment.</p>
<p>Enhance Contextualization</p> <p>We include local resource persons (usually alumni) to provide context and relevant feedback.</p>	<p>Promote Gender Equality</p> <p>Projects cover Gender Equality & the Empowerment of Women as a mandatory module, and selection considers gender parity.</p>	<p>Foster Innovation</p> <p>Adopt cutting edge methodologies and approaches; participants encouraged to adapt to changing contexts</p>	<p>Champion Ownership</p> <p>Engage local stakeholders and participants and encourage them to have a stake in self-led assignments and developing an action plan.</p>
		<p>Stimulate Sustainable Development</p> <p>Place the SDGs at the core of programmes so participants will become SDG champions.</p>	<p>Cultivate Financial Sustainability</p> <p>Make sufficient funding available to provide high quality, innovative training to a cohort of changemakers.</p>

Based on these activities, Division for Prosperity will nurture:

- » Cohort of changemakers trained on thematic areas, gender and SDGs
- » New knowledge (thematic areas, gender, SDGs) that fellows gain from our training
- » Community of changemakers at the national, regional and global levels
- » Action plans/business plans developed

For mid- and long-term effects, the Division for Prosperity look at two levels to evaluate efficacy: 1) Desired Changes in Behaviours and Attitudes (UNITAR activities aim to indirectly contribute to this level) and 2) Expected Outcomes.

Desired Changes in Practices and Behaviors

Thematic Leaders for Prosperity

Alumni make more informed-decisions based on new knowledge acquired and become thought leaders

Youth/Women's Empowerment

More female and youth changemakers are nurtured.

Inclusiveness

Alumni operate and collaborate with diverse groups of people (from varied religions, tribes, and regions).

Sustainability

Alumni proactively operate and make decisions to promote business/operations that are aligned with the SDGs.

Outcomes for Society

The following are the outcomes we aim for through our programmes:

- » Gender Equality
- » Youth Empowerment
- » Inclusiveness
- » Economic Prosperity
- » Peace/stability
- » Sustainable Development



What is Our Monitoring & Evaluation Mechanism?

Each project managed by the Division for Prosperity has its monitoring and evaluation framework. In addition to the project-level monitoring and evaluation mechanism, we will put in place a mechanism to monitor our progress towards the theory of change and monitor progress on an annual basis:

Indicators for Outputs (2019)

- » Number of people trained
- » Disaggregated data by: 1) Gender, 2) Stage of country development, 3) Urban vs. Rural, and 4) Age
- » Feedback from participants – Self assessment before and after the training [quality of training]
- » Intensity of training (depth of learning)
- » Number and quality of action plans developed

Indicators/Targets for Desired Changes in Practices and Behaviours

Post Training Assessment (6 months after the training) to find:

- » Any changes in practices and behaviours in thematic areas;
- » Any changes in practices and behaviours in female and youth leaders;
- » Any changes in practices and behaviours among participants about promoting inclusiveness;
- » Any changes in practices and behaviours among participants for promoting sustainability.

Indicators for Values

<p>Generate Change Agents</p> <ul style="list-style-type: none"> » Number of people trained » Intensity of learning 	<p>Engage in Coalition-building</p> <p>Disaggregated data by:</p> <ul style="list-style-type: none"> » Gender » Stage of country development » Urban versus Rural » Age 	<p>Build Partnerships</p> <p>Number and quality of partnerships</p>	<p>Boost Relevance</p> <p>Feedback from participants – relevance</p>
<p>Enhance Contextualization</p> <p>Number and quality of coaches/mentors</p>	<p>Promote Gender Equality</p> <ul style="list-style-type: none"> » Number of female participants » Number of participants who completed the gender modules » Gender marking [budget allocation] 	<p>Foster Innovation</p> <ul style="list-style-type: none"> » Diversity of modes of delivery » Adoption of innovative adult learning methodologies 	<p>Champion Ownership</p> <ul style="list-style-type: none"> » Quality of partnerships with local stakeholders » Quality of the action plans
	<p>Stimulate Sustainable Development</p> <ul style="list-style-type: none"> » Number of participants who successfully completed the SDG modules 	<p>Cultivate Financial Sustainability</p> <p>Funding size</p>	

Benchmark Indicators 2019 Programme Results

This analysis is based on six major programmes of the Division for Prosperity conducted in various locations of the world for the 2019 cycle:

- » UNITAR Hiroshima Women's Leadership in Tsunami-based Disaster Risk Reduction (DRR) Training Programme for World Tsunami Awareness Day
- » UNITAR Women's Leadership Programme for Afghanistan
- » UNITAR Iraq Entrepreneurship for Youth
- » UNITAR South Sudan Entrepreneurship and Project Management Programme
- » UNITAR Hiroshima Nuclear Disarmament and Non-proliferation Training Programme
- » Public Finance and Trade Training Programmes (note: this includes a combination of different short and long-term programmes based in Geneva)

1. Generate change

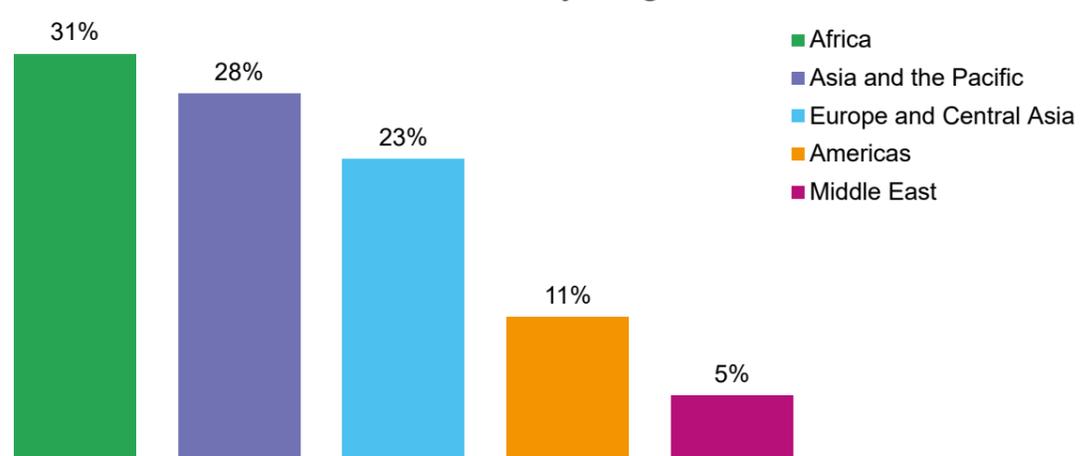
- » In the 2019 cycle year (April 2019 to March 2020), UNITAR Division for Prosperity trained 334 participants coming from different backgrounds from 95 countries. Not all programmes are counted within the statistics such as YA (the Youth Ambassador Programme), JICE (Japan International Cooperation Center), and MENA (the Middle East and North Africa) programmes.
- » For the intensity of training, there are Short-term (up to 6 days), Mid-term (1 week to a month) and Long-term (over a month) trainings consisting of various teaching methods such as online and face to face or a combination of both. Short-term trainings are set to develop a core understanding of specific issues while Mid-term trainings are set to develop an intermediate level understanding. Long-term trainings are set to take each of the sessions deeper to develop an advanced level of understanding. In the 2019 cycle year, 29% of UNITAR trainings were delivered in a Short-term format, 14% were in a Mid-term, and 57% were in a Long-term.
- » Various training methods are set to achieve different goals while meeting the demands of the participants. Online methods are self-paced and may include discussions as well as webinars to get views from experts. Face-to-face style provides intensive, in-person training and often includes individual and group assignments. Some of UNITAR's trainings are delivered in a blended method - a combination of online and Face-to-Face methods. In the 2019 cycle year, 43% of UNITAR trainings were delivered fully online, 14% were Face-to-Face, and 43% were in a blended method. For 2020, Division for Prosperity is shifting all programmes online due to the response to COVID-19 and will use new technologies and add new information given the new standard of living.
- » After the conclusion of each of the programmes, participants are required to fill out an evaluation form. Over 95% of participants for the overall programmes answered the programme was "useful", "job-relevant" and "intend to use the knowledge obtained". Over 75% of the participants replied there were "new findings".

2. Coalition Building of Participants

Different factors such as gender, age, nationality and their location (urban/rural) are taken into consideration when conducting programmes for the purpose of coalition building. Different groups provide different perspectives leading to fruitful discussions and greater output for the programme.

- » Of the 334 participants for the 2019 cycle plan, 44% of the participants were male while 56% were female. This slight gap between gender comes from having two programmes designed specifically for women and their empowerment. For programmes with both genders participating, there was a balance between the number of male and female participants.
- » Participants' ages ranged from those in their 20s to 50s. Approximately 50% were in their 40s and 50s (1% in their 50s), 30% were in their 30s, and the remaining 20% were in their 20s.
- » Participants from 95 countries joined the programmes for 2019, of which 31% were countries in Africa, 28% were in Asia and the Pacific, 23% were in Europe and Central Asia, 11% were in Americas, and 5% were in Middle East region. In addition to regional variations, the 2019 programmes covered countries with different development status; of 95 countries, 85% were developing countries and 15% were developed countries. Furthermore, of 95 countries, 49% were the least developing countries (LDCs), 23% were the landlocked developing countries (LLDCs), and 21% were the small island developing states (SIDS). From 2020 on, we are aiming to expand the relevant countries as well as the number of participants as we shift to online training programmes responding to the COVID-19 pandemic.
- » Participants come from different areas of their countries, some rural and some urban. Approximately 60% come from the capital of their country versus 40% from non-capital locations. This will enable learning to be shared with participants from different parts of the country where they can later share this knowledge with their region.

Percent Countries by Region Served

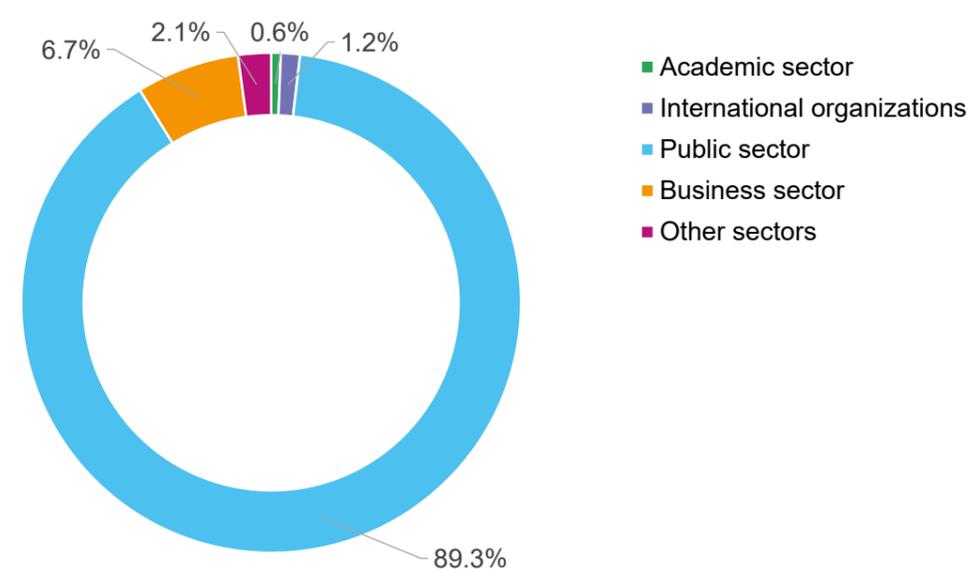


3. Partnership Building

The Division for Prosperity has been working with various partners to enhance its training and reach a larger audience.

- » In 2019, we continued working with key existing partners from different sectors including Ministry of Foreign Affairs of Japan, Ministry of Economy of Afghanistan, Hiroshima Prefecture, Hiroshima City, Wakayama Prefecture, Arab Gulf Programme for Development (AGFUND), The Station, Goree Institute, United Nations Development Programme (UNDP) South Sudan, United Nations Institute for Disarmament Research (UNIDIR), United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific (UNRCPD), and United Nations Office for Disaster Risk Reduction (UNDRR), among others.
- » For the 2019 cycle, there were three renewed partnerships, particularly in the field of Finance and Trade, including two partnerships with the Food and Agriculture Organization of the United Nations (FAO) and one with IO-Talent (China). These partnerships enlarged UNITAR's training scopes as well as quality, enabling UNITAR to deliver two joint online courses on "Agriculture in Trade Agreements" in the Russian language for participants from Europe and Central Asia and "Trade, Food Security and Nutrition" for Sub-Saharan African countries and a seminar on "the Role of Youth in Achieving Sustainable Development Goals" in Geneva that invited university students from China.
- » For 2020, we are aiming to significantly expand our partnerships particularly with the private sector and academia.

Percent of Total Donations by Sector



4. Boost Relevance

In order to boost the relevance of the training programmes, the contents are in line with national development strategies and action plans. We have worked closely with clients to gather as much information on the needs for each programme.

- » For 2019, all major programmes were aligned with national development strategies, action plans and needs of the clients.

5. Enhance Contextualization

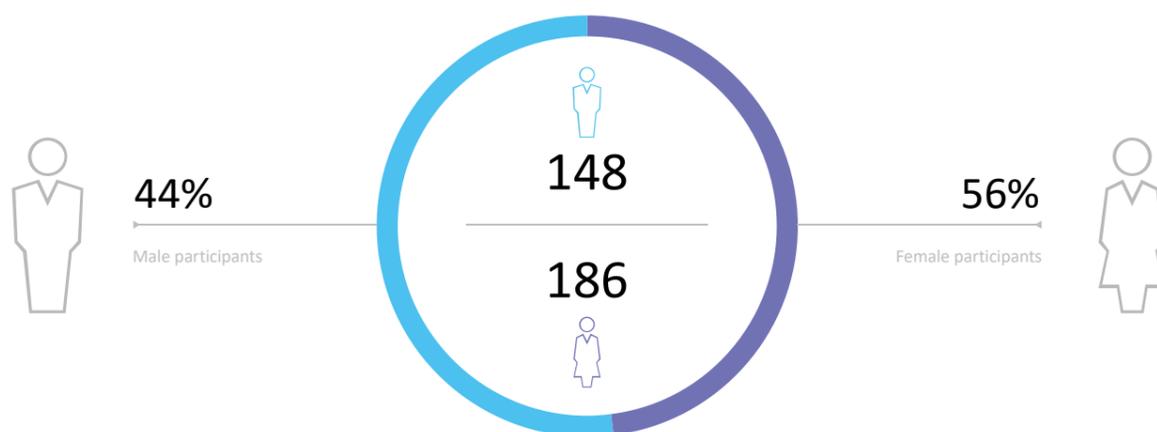
After aligning with national strategies and action plans, for programmes designed specifically for certain countries, contextualization was taken to account. This has been achieved by having support from local staff, mentors, coaches and resource persons from the region for each of the major programmes.

- » For 2019, there was, on average, one coach and four resource persons from the region for each of the major programmes. Lessons and advice by experts from the regions where participants were working for helped participants localize global concepts and build their own action plans that reflected local situations.

6. Gender Equality

- » Of the 334 participants for the 2019 cycle plan, 44% of the participants were male while 56% were female. This slight gap between gender derives from having two programmes designed specifically for women. For programmes with both genders participating, it was made so that there was a balance between the number of male and female participants.
- » Gender balance was also considered when selecting a resource person. Of the total 43 resource persons across the 2019 programmes, 58% were male and 42% were female.
- » For the programmes with gender module training, 93% of the participants successfully completed their gender modules.

Number of Male and Female Participants

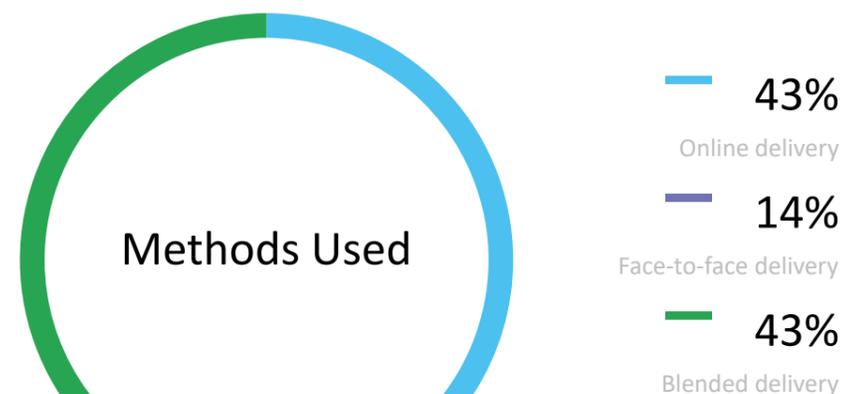


7. Foster Innovation

Training Programmes for the Division for Prosperity are always seeking for opportunities to foster participant interest by utilizing innovative learning methodologies.

- » In 2019, diverse training methods were conducted through traditional face to face method, online and webinars.
- » Variations in training methods are set to achieve different goals while meeting the demands of the participants. Online methods are self-paced and may include discussions as well as webinars to get views from experts. Face-to-face style provides intensive, in-person training and often includes individual and group assignments. Some of UNITAR's training provides a combination of both.
- » The UNITAR Division for Prosperity launched its new mobile-first learning management system using EdApp in March 2020. Our new LMS has allowed us to expand our reach, engaging with those who may not have computers or limited internet access at home, and scale up to reach thousands of beneficiaries. As part of our Global Learning Platform on Financial Inclusion (<https://www.un-finance-learn.org/>), We have accepted over 1500 applicants from 90 countries. The request by AGFUND to expand the number of beneficiaries is to allow a greater number of participants to benefit due to COVID-19 and to allow the core beneficiaries from the MENA and Africa to learn and interact with other participants globally.
- » UNITAR, in partnership with EdApp, also launched Educate All (<https://www.edapp.com/educate-all/>), which is a global learning initiative designed to democratize and increase access to free, high-quality adult education.

Training Methods Used in 2019



8. Champion Ownership

- » In 2019, there were a total of approximately 70 action plans developed by the participants based on their learnings from the Programme. From 2020 onwards, Division for Prosperity would like to take this one step further by following up on action plans by confirming the relevance of these action plans with participants.

9. Stimulate Sustainable Development

- » SDG goals covered by the Division for Prosperity in their training were Goal 2 (zero hunger), 4 (quality education), 5 (gender equality), 8 (decent work and economic growth), 10 (reduced inequalities), 11 (sustainable cities and communities), 16 (peace, justice and strong institutions), and 17 (partnerships for the goals).
- » For the programmes setting SDG modules, all the participants successfully completed the SDGs module.

10. Cultivate Financial Sustainability

- » For the 2019 cycle year, we received over 2,545,252 USD from various donors to conduct our worldwide training programmes and approximately 89% of the total received was from the public sector, 7% was from the business sector, 1% was from international organizations, 1% was from academia, and the remaining 2 % was from fees.
- » The Division for Prosperity is constantly seeking to engage with new partners and new fields that lead to the cultivation of financial sustainability.

Our Risks & Assumptions

We implement our activities based on voluntary contributions. Availability of sufficient financial contribution will directly affect the scope of UNITAR's activities and operations. We are also exposed to various types of risks including but not limited to biological (e.g. viruses), climatological (e.g., extreme weathers), geological (e.g., earthquakes), and human-induced (e.g., war and conflicts), which could hinder the effective and efficient implementation of our activities.





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<https://tinyurl.com/UNITARBeTheChange>



UNITAR Division for Prosperity Three-Year Strategy (2020 – 2023)

Vision

Accelerate the attainment of the SDGs by offering impactful, innovative training and knowledge sharing on sustainable prosperity for people who have been left behind.

Theories of Change

Inputs

Contents based on robust adult learning methodologies in various modes

Facilitators, resource persons, mentors, coaches

Partnerships with global, regional and local centres of excellence

Technologies

Financial resources

Activities

Training for changemakers, marginalised people, youth and women, in developing countries, least developed countries, land locked developing countries, small-island developing states, & conflict/post-conflict countries.

Entrepreneurship and Private Sector Development



Leadership and Empowerment



Trade and Finance



Combatting Corruption and Crimes



Frontier Technologies



Hiroshima and Peace



Values

Generate Change Agents

Leaders, particularly youth and women, are chosen to catalyse and expand programme impact through the multiplier effect.

Engage in Coalition-building

Participants from varied regions and backgrounds receive wide-ranging group feedback, shaping inclusive networks.

Build Partnerships

We collaborate with global/regional/local centres of excellence offers latest thinking in thematic areas.

Boost Relevance

We conduct needs assessments connect to SDGs, incorporating community specifics, and integrating greater issues and trends.

Stimulate Sustainable Development

Place the SDGs at the core of programmes so participants will become SDG champions.

Enhance Contextualization

We include local resource persons (usually alumni) to provide context and relevant feedback.

Promote Gender Equality

Projects cover Gender Equality & the Empowerment of Women and selection considers gender parity.

Foster Innovation

Adopt cutting edge methodologies and approaches; and encouraging adapting to changing contexts.

Champion Ownership

Engage local stakeholders to have a stake in self-led assignments and action plan development.

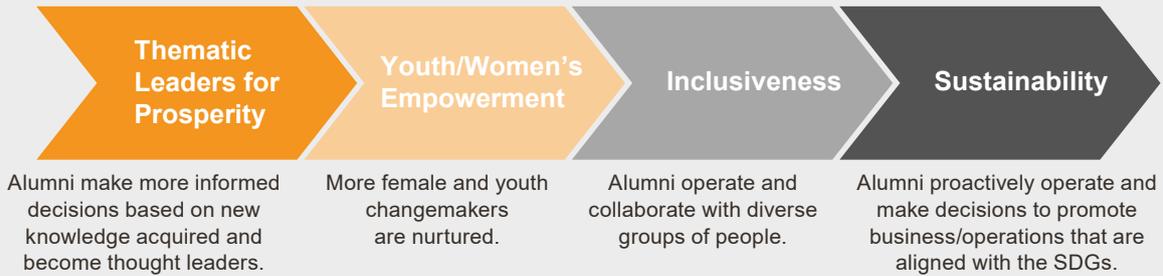
Cultivate Financial Sustainability

Make sufficient funding available to provide high quality, innovative training to a cohort of changemakers.

Outputs

- 1 New knowledge (thematic areas, gender, SDGs) that fellows gain from our training
- 2 Action plan/business plan developed
- 3 Cohort of changemakers trained on thematic areas, gender, SDGs
- 4 Community of changemakers at the regional, national, and global levels

Desired Behaviors & Practices



Indicators for Society



Indicators for Values

<p>Generate Change Agents</p> <p>Disaggregated data by:</p> <ul style="list-style-type: none"> • Number of people trained • Intensity of learning 	<p>Engage in Coalition-building</p> <p>Disaggregated data by:</p> <ul style="list-style-type: none"> • Gender • Stage of country development • Urban vs. Rural • Age
<p>Build Partnerships</p> <p>Number and quality of partnerships</p>	<p>Boost Relevance</p> <p>Feedback from participants – relevance</p>
<p>Enhance Contextualization</p> <p>Number and quality of coaches/mentors</p>	<p>Promote Gender Equality</p> <ul style="list-style-type: none"> • Number of women • Number who completed gender modules • Gender marking [budget allocation]
<p>Foster Innovation</p> <ul style="list-style-type: none"> • Diversity of modes of delivery • Adoption of innovative adult learning methodologies 	<p>Champion Ownership</p> <ul style="list-style-type: none"> • Quality of partnerships with local stakeholders • Quality of action plans
<p>Stimulate Sustainable Development</p> <p>Number of participants who successfully completed SDG modules</p>	<p>Cultivate Financial Sustainability</p> <p>Funding size</p>