PROGRAMME PERFORMANCE REPORT
2010-2011 Biennium

August 2012

CONTENTS

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Abbreviations

ACCCA	Advancing Capacity to Support Climate Change Adaptation
ACTRA	Afghan Consultancy Training and Research Association
ADDIE	Analyse, Design, Develop, Implement, Evaluate
AFS	Administration and Finance Section
AICM	Association of International Chemicals Manufacturers
ASEAN	Association of Southeast Asian Nations
AWDC	Antwerp World Diamond Centre
AU	African Union
AWP	Annual Work Plan
BO	Brasilia Office
CC:Learn	Climate Change: Learn
CCP	Climate Change Programme
CIFAL	Centre international de formation des acteurs locaux (International Training Centre for Local Actors)
CITSS	Communication and Information Technology Support Section
CWM	Chemicals and Waste Management Programme
DPKO	Department of Peacekeeping Operations
ECBCheck	e-Learning Capacity Building Certification Scheme
ECOSOC	Economic and Social Council
ECTS	European Credit Transfer System
EGP	Environmental Governance Programme
EMS	Events Management System
EU	European Union
FAO	Food and Agriculture Organization
GA	General Assembly
GEF	Global Environment Fund
GHS	Global Harmonized System
GIS	Geographic Information System
GMES	Global Monitoring for Environment and Security
HO	Hiroshima Office
HR	Human Resources Section
KSI	Knowledge Systems Innovation
ILP	International Law Programme
ITCCO	International Training Cenre for Corporate Opportunities
IWP	Individual Work Plan
KPI	Key Performance Indicator
LDC	Least-developed Country
LDP	Local Development Programme
MDG	Millennium Development Goal
MDP	Multilateral Development Programme
M&E	Monitoring and Evaluation Section
NYO	New York Office
OECD	Organization for Economic Cooperation and Development
OED	Office of the Executive Director
QAC	Quality Assurance Committee
QSPTF	Quick Start Programme Trust Fund

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PCB	Polychlorinated biphenyls
PER	Performance Evaluation Report
PFTP	Public Finance and Trade Programme
PRM	Partnership and Resource Mobilization Section
PMCP	Peacemaking and Conflict Prevention Programme
POCI	Peacekeeping Operations Correspondence Instruction
PPR	Programme Performance Report
PRTR	Pollutant Release Transfer Registrar
PTP	Peacekeeping Training Programme
RBM	Results-based Management
SAICM	Strategic Approach to Integrated Chemicals Management
SHS	Sea and Human Security
SGI	Self-generated Income
SIDS	Small Island Developing States
SRSG	Special Representatives of the Secretary-General
SSR	Security Sector Reform
ToT	Training of Trainers
UNCT	United Nations Country Team
UNDP RBA	United Nations Development Programme Regional Bureau for Africa
UNHCR	United Nations High Commissioner for Refugees
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNOG	United Nations Office at Geneva
UNOSAT	UNITAR Operational Satellite Applications Programme
VLE	Virtual Learning Environment
WHS	World Heritage Sites

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Introduction

1. The 2010-2011 Programme Performance Report (PPR) presents the results of the second programme performance exercise that the Institute has undertaken since results-based programme budgeting was introduced in 2008 and results-based management introduced in 2009/2010. The 2010-2011 report incorporates a number of improvements following the 2008-2009 performance exercise which was conducted on a pilot basis and limited essentially to the training and research departments.

2. The report compiles performance information from all UNITAR divisional entities specifying expected results in the revised 2010-2011 programme budget. In addition to recording financial information[1] and rating the achievement of expected accomplishments (outcomes), the report also includes performance against planned outputs (delivery of products or services) and lists any unintended accomplishments (i.e. those not included in the revised budget) that materialized. Progress on the implementation on the 2010-2012 Strategic Plan and challenges and lessons to be learned from the 2010-20211 budget cycle are also recorded on a division-by-division basis.

Methodology

3. Programme performance reporting is a key element of the Institute's accountability framework and is conducted by managers as a self-assessment exercise using a harmonized reporting format. As indicated in the table 1 below, green, yellow and red traffic light ratings are assigned to each expected accomplishment and planned output recorded in the revised programme budget based on the degree to which performance targets were met. The abbreviation NM is used in instances where results or result indicators are either not measured or immeasurable.

TABLE 1			
🟢	🟡	🔴	**NM**
Target surpassed or met within 10%	**Achieved (between 10%-25% of target)**	**Not achieved (below 25% of target)**	**Not measured or measurable**

4. Indicators of achievement of expected accomplishments are generally based on quantitative and/or qualitative performance measures, while output performance is measured for the most part in binary terms (i.e. as having been achieved, partially achieved or not achieved).

5. A degree of caution is in order when interpreting the assessment results, however. While the traffic light ratings provide general parameters for performance assessment, qualitative measures for some indicators and multiple (and sometimes compound) indicators for accomplishments adds a degree of subjectivity to the overall assessment rating per accomplishment in a number of cases. For example, under a given accomplishment area, the measures of two indicators of achievement could have been surpassed or met within 10 per cent of target, yet performance in relation to a third performance indicator may not have have been achieved. Depending on the relative importance of the indicators, management may have assigned different traffic light

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[1] Information on fund balances at the beginning of the biennium, funds mobilized, expenditures and carry-over is not applicable to divisional entities funded through knowledge content development (e.g. functional and support service divisions). Carry over funding of programmes may apply to on-going projects/activities and/or projects/activities planned for implementation in 2012-2013.

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ratings for the accomplishment. Particular attention should thus be paid to the assessment narratives below each rating. It should also be noted that in some cases, performance targets may not have been defined and/or sufficiently aligned against the specified indicator of achievement for meaningful measurement. Management identified this as a major weakness in the 2010-2011 results-based budget narrative and has worked to correct this shortcoming in the 2012-2013 programme budget.

6. In addition to assessing performance, managers were also asked to indicate if the expected accomplishments are recurrent (i.e. supportive of overall programme objectives and expected to continue into the 2012-2013 programme budget) and/or linked to projects for which funding was secured in 2010-2011 and will carry over to the 2012-2013 biennium. Carry-over funding (fund balances) from the 2010-2011 biennium amount to just over $10.2 million.

Overview of achievement of results

7. The Institute planned to achieve 82 accomplishments for the 2010-2011 biennium, as recorded in the revised programme budget. As shown in table 2, 54 accomplishments (or 66 per cent) were recorded by divisions as either having been surpassed or met within 10 percent of planned targets, 15 (or 18 per cent) partially achieved and 10 (or 12 per cent) not achieved. Three expected accomplishments (or 4 per cent) were recorded as not measured or immeasurable. Divisions recorded twenty unintended accomplishments.

TABLE 2				
Performance against expected accomplishments				
🟢	🟡	🔴	**NM**	**Total**
54	15	10	3	82
66%	18%	12%	4%	100%

8. Annex I provides a breakdown of accomplishment ratings for each of the Institute's divisions. The nature of accomplishments varies considerably. In addition to externally focused results (e.g. strengthened individual and institutional capacities of beneficiaries in the major thematic areas of the Institute's programming), a number of accomplishments reflects in-ward looking outcomes, such as strengthened in-house training capacities for enhanced outreach of programming, enhanced accountability in delivering results, or strengthened financial stability of programming or expanded partnerships.

Unintended accomplishments reported by divisions

9. Divisions reported a total of 20 unintended accomplishments (unplanned and therefore not included in the revised 2010-2011 programme budget). Unintended accomplishments were both outward- and inward-looking include, for example, enhanced capacities of African delegates to perform in major multilateral negotiations (UNDP RBA – UNITAR project); development of far-reaching partnerships with new, key donors (e.g. Algeria); expanded communication outreach; and initiation of independent evaluation function.

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10. In addition to accomplishments, the Institute planned 103 outputs, with 69 (67 percent) having been achieved, 13 (12 per cent) partially achieved and 16 (15 per cent) unachieved. Five outputs were recorded as not measured or immeasurable.

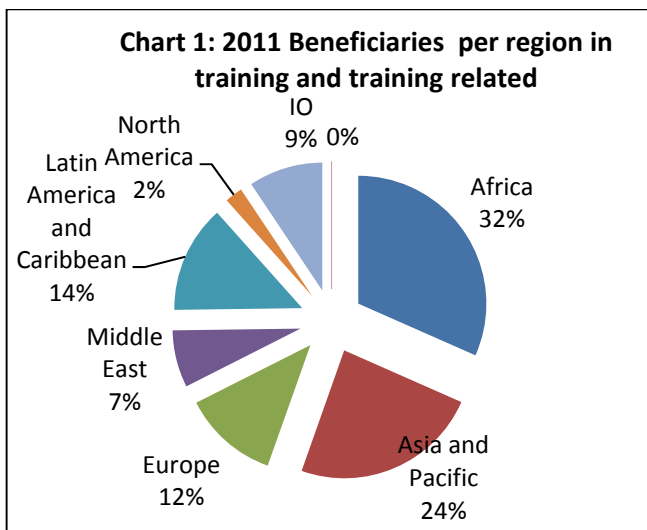| Table 3				
Performance against planned outputs				
🟢	🟡	🔴	NM	Total
69	13	16	5	103
67%	12.6%	15.5%	4.5%	100%

11. The Institute's leading final output – beneficiaries – exceeded 50,000 individuals (50,509) for the biennium, with representation from virtually all United Nations Member States. Not all beneficiaries are recorded in programme submissions, and these figures do not include outreach at the Shanghai World Expo, where 177,522 visitors attended the UN Pavilion during UNITAR week in August 2010. 2011 beneficiaries amounted to 26,921 individuals, representing a 14 per cent increase over 2010 figures of 23,688.

12. Virtually half (48 per cent) of the Institute's beneficiaries comes from training and training-related activities (e.g. briefings, courses, workshops and seminars), with the proportion rising from 46 per cent in 2010 to 50 per cent in 2011. Table 4 below provides a breakdown of beneficiaries per Institute division for 2011. As shown in chart 1, African outreach (32 per cent) constitutes the largest proportion of training and training-related beneficiaries, followed by Asia and the Pacific (24 per cent) and Latin America and the Caribbean (14 per cent). Over the course of the 2010-2011 biennium, beneficiaries from the Institute's e-Learning courses more than doubled from 2,080 in 2010 to 4,315 in 2011 (representing some 32 per cent of all training and training-related beneficiaries). The Institute's male to female gender balance for training and training-related beneficiaries remained stable over the biennium with a 60 to 40 ratio. Finally, beneficiary reaction to UNITAR training services continued to be high with nearly 90 per cent of respondents agreeing or strongly agreeing that information was new and relevant to their jobs, and that there was intention to use newly acquired knowledge and skills.

13. Apart from beneficiaries, other noteworthy outputs produced during the 2010-2011 cycle include the Institute's virtual learning environment platform, which provides a common infrastructure for the delivery e-Learning courses; a core IT platform, technical assistance and training package relating to satellite technologies, applications and delivery systems; and diversified training in new thematic areas, in line with the 2010-2012 Strategic Plan's priority to identify and respond to beneficiary needs.

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Department / Unit / Programme	2011	Beneficiaries (Training or training-related)	% Beneficiaries (Training or training-related
Table 4 : 2011 Beneficiaries			
OED	127	0	0%
Hiroshima Office	1'465	816	56%
New York Office	1'695	1'509	89%
SUPPORT SERVICES DEPARTMENT SUBTOTAL	3'160	2'325	74%
Chemicals and Waste Management	3'145	3'145	100%
Climate Change	1'265	80	6%
Environmental Governance and Law	826	415	50%
ENVIRONMENT UNIT SUBTOTAL	5'236	3'640	70%
Local Development Programme	7'572	1'302	17%
Public Finance and Trade Programme	2'290	2'115	92%
E-governance Programme	-	0	0%
New Direction in Governance	-	0	0%
GOVERNANCE UNIT SUBTOTAL	9'862	3'417	35%
International Law Programme	498	498	100%
Multilateral Diplomacy Programme	1'704	1'503	88%
Peacemaking and Conflict Prevention Programme	238	238	100%
Peacekeeping Training Programme	2'158	1'292	60%
PEACE, SECURITY AND DIPLOMACY UNIT SUBTOTAL	4'598	3'531	77%
TRAINING DEPARTMENT SUBTOTAL	19'696	10'588	54%
Knowledge Systems Innovation	121	121	100%
UNOSAT	3'817	429	11%
RESEARCH DEPARTMENT SUBTOTAL	3'938	550	14%
TOTAL	26'921	13'463	50%

Chart 1: 2011 Beneficiaries per region in training and training related

IO 9% 0%
North America 2%
Latin America and Caribbean 14%
Middle East 7%
Europe 12%
Asia and Pacific 24%
Africa 32%

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Performance challenges and lessons to be learned

14. Institute divisions identified a number of performance challenges and lessons to be learned. Although not exhaustive, performance challenges include factors related to the external and internal environments in which UNITAR operates, such as:

   - the delay, decrease or withdrawal of committed project funding from donors;
   - unexpected changes in donor priorities;
   - slow rates of implementation in some country-based projects resulting from political changes;
   - human resource-related factors internal to UNITAR (e.g. limited staffing and staff stability, heavy reliance on and frequent turn-over of gratis personnel, with continuous efforts required to identify and train gratis personnel);
   - organizational/cultural change-related factors (e.g. reluctance of staff to adapt to new systems and approaches, such as the Events Management System);
   - administrative and finance-related (e.g. limited access to activity funds for the function and support service divisions, procurement rules limiting operational flexibility, the excessively fragmented number of project accounts creating administrative and financial inefficiencies with a high volume of allotment transactions and other processing requirements); and
   - results-based management factors (e.g. poorly defined results and inappropriate indicators, some of which lacked performance measures or proved to be immeasurable, thereby rending performance evaluation difficult and sometimes impossible).

15. The Brasilia and Hiroshima out posted offices experienced challenges unique to their respective contexts. In the aftermath of the Great East Japan Earthquake and Tsunami in March 2011, Hiroshima Office participants and faculty members were either reluctant or unable to obtain organizational authorization to travel to Japan until the end of 2011.

16. Shortly after the start-up of its operations, the Brasilia Office experienced performance challenges following the Brazilian federal elections and a reorientation of capacity development priorities by the government. Insistence by Brazilian authorities that the tri-partite agreement governing the office's establishment was based on national execution project modalities with strict reporting requirements and limitations as to how funds could be used put considerable constraints on work planning and programming throughout much of 2011. As a result of these challenges, management decided at the end of the biennium to close the office after taking into consideration the risk analysis. While cooperation is continuing in Brazil and with Brazilian organizations, a key lesson learned is the need to obtain clear political agreement from high-level governmental authorities prior to the opening of future offices. The Institute is carefully applying this lesson in the context of ongoing dialogue with countries in which other representational offices are planned (e.g. China, Nigeria, South Africa).

17. Institute divisions identified other lessons to be learned during the budget cycle, including the need to further enhance managing-for-results practices. As a result, programme planning factors were reviewed closely in preparation of the 2012-2013 budget, which in a number of cases resulted in the identification of new or reformulated expected accomplishments and

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outputs, better alignment between outputs and outcomes, and the identification of more relevant, realistic and measurable indicators of achievement.

18. Another lesson learned relates to the utilisation of gratis personnel which the Institute relies on heavily. While on the one hand such personnel may be essential inputs to deliver outputs, there is a need to continuously invest resources (time) to identify and train personnel which then limits time to underake other important activities, such as more advanced research or project conceptualizations.

19. One striking trend in the submissions is the tendency to emphasize performance challenges and stop short of identifiying and/or elaborating on lessons to be learned. In may respects, this is indicative of a performance challenge in itself, and the Institute will be working to address this challenge over the course of the 2012-2013 biennium.

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ANNEX I

**Compilation of
Programme Performance Report Submissions**

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SUPPORT SERVICES DEPARTMENT

ADMINISTRATION AND FINANCE SECTION	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The section achieved its intended results for the 2010-2011 biennium. Financial transactions were processed accurately and in a timely manner. The Institute received an unqualified audit report for 2010 and delivery of financial services has improved with clear guidelines to the programmes. During the year the section had to replace two key staff members, one due to retirement. Despite these challenges the section has been able to meet its results. This is all the more important because while the expenditures of the Institute have increased from $31.9M to $39.1M (an increase of 22%) the number of staff available to process financial transactions has remained the same since 2007. As the Institute continues to grow the ability of the section to keep up with the increasing volume of transactions would be a challenge.	**2.1 Programme budget**	1,676,450
	2.2 Revised budget	1,647,275
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures	N/A
	2.6 Carry over 2012-13	N/A

3. 1 Expected Accomplishments

🟢 (a) Timely and accurate financial transactions	Recurrent
	Carry over to 2012-2013: No

Indicators of achievement:	Performance	
	Target (as in revised budget)	**Actual**
(i) Percentage of payments that are processed and transactions recorded within 15 days of receipt of document.	All financial transactions: purchase request, travel authorizations, payment requests, clearance of MOUs, request for financial reports are cleared in a 15 days.	All transactions received in the section were proposed in a timely manner leading to our ability to close 2010-2011 biennium accounts on schedule without any delays.

Assessment: Overall the section managed to achieve this expect outcome. All travel authorizations, payment requests, procurement requests that were received were processed in a timely manner. There was not a single case of a staff member, consultant or other Institute related personnel not being able to travel because their travel authorization was not process on time. The section strived to maintain a cordial working relationship with UNOG, especially given that more of the transactional requests to UNOG are transmitted to UNOG with little lead time.

🟡 (b) Improved financial statements and financial records	Recurrent
	Carry over to 2012-2013: No

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Positive audit opinion of the Board of Auditors performed and information circulated to donors and other key stakeholders	To ensure that the Institute received an unqualified audit opinion from the Board of Auditors.	The outcome was achieved Note: Mostly achieved, but difficult to measure accurately.
(ii) Absence of significant adverse audit findings to other financial matters	To ensure that the audit report did not contain any adverse findings	Achieved. The audit report did not contain any adverse findings.

	Assessment: AFS has a strong team in place and considerable emphasis is placed on the audit process. AFS also acts as the focal unit for the audit and follows-up with audit requests and coordination to ensure a smooth audit and also ensure that responses to audit observations are thorough.		
🟢	(c) Improved delivery of services	Recurrent	
		Carry over to 2012-2013: Yes	

Indicators of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Positive results in client survey	Perform a client satisfaction survey	AFS was not able to perform the survey.

Assessment: During the reporting period, the section focused most of its efforts on timely delivery of services and was not able to conduct the survey as planned.

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
🟢	(a) Preparation of the proposed programme budget for UNITAR for 2012-2013; implementation and transition to the International Public Sector Accounting Standards (IPSAS).	✓		
🟢	(b) Implementation and transition from IMIS to a new financial accounting system.	Exercise is being lead by UNOG.		
🟡	(c) The implementation of a travel and procurement revised policies and procedures to offer and efficient and effective service to clients	Partially achieved a new travel policy has been implemented.		
🟢	(d) Improved control mechanism and administration of physical non-expendable property	✓		

Assessment: Outputs were achieved with the exception of the revised policy on procurement. This is being carried forward to the next reporting period.

5. Strategic Plan

The section's work planning has been largely guided by the strategic plan's priority area IV on increasing the autonomy for the Institute. The section has implemented an on-line payment to facilitate increasing self generated income, a major step forward for the Institute. The section has taken the lead in compiling the survey for the research and training institutes. For the remainder of 2012, the section will focus on assisting with the development of a costing and pricing formula to ensure that the revenues generated by the eLearning courses are truly additional. Another area is requesting full delegation of authority in the financial management and processing of the Institutes accounts in 2012.

6.   Performance Challenges and Lessons to be Learned

The small size of the section given the significant growth in the budget of the Institute will continue to pose a challenge in been able to provide timely and efficient service. Also the fact that most of the projects are fragmented generates an inordinate amount of repetitive work in the form of allotment requests to UNOG. Financial autonomy will entail additional work load and would involve some restructuring of the section to ensure that first principles, such as segregation of duties in the processing of accounts and procurement, is put in place.

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HUMAN RESOURCES SECTION	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
The main achievements during the biennium are linked to further affirm the Institute's full autonomy in terms of human resources. Policies and rules have been reviewed; the result-based element has been introduced and became operational at all levels (job descriptions, IWP, PER, requests for classifications, Terms of Reference). The main challenge was the limited funding which had a direct impact on training and other achievements requiring external expertise.	2.1 Programme budget	1,104,750
	2.2 Revised budget	1,010,450
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures	N/A
	2.6 Carry over 2012-13	N/A

3. 1 Expected Accomplishments

🟢 (a): Workforce profile aligned with corporate needs	Recurrent
	Carry over to 2012-2013: Yes

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) All posts are reviewed and classified to ensure clarity of roles/responsibilities/Results-oriented Requests for classification	All posts were classified and filled	All posts were classified and filled
(ii) Work profiles aligned with competency framework	N/A*	NM
(iii) Organizational chart up-to-date and available to staff	N/A*	NM
(iv) Accurate annual reports and statistics on gender and geographical balance	N/A*	NM
(v) Increased percentage of regular posts filled	N/A*	NM
(vi) Reduced number of consultancy/individual contractor contracts for work normally done by regular staff	N/A*	NM

Assessment: *Classification of posts is done based on submissions by programmes and posts are filled based on funds availability as decided by the ED. The HR responsibility is limited to classifying the posts and conducts the recruitment process. All other indicators derive from the one related to classification. All submissions have been processed and related posts were filled as and when decided by the Executive Director taking into account funding availability.

🟡 (b) Improved monitoring of annual performance evaluation applying the RBM approach	Recurrent
	Carry over to 2012-2013: Yes*

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Increased percentage of staff successfully completing their key results indicators and learning objectives in the PER	All PER accurately completed one month prior to contract renewal	PERs completed but not always one month prior to contract renewal

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Assessment: HR sent notifications to Managers two months prior to the expiration of the contract giving instruction for submission of PERs. The responsibility to submit PER within the indicated delays stays with the Managers. There were many cases when the delays were not respected. HR advised Managers and staff on procedures and rules related to the completion of the PERs. *In so far as the accomplishment is related to the overall objectives of the section.			

🟢	(c) A work environment characterized by trust, results orientation, professional and personal opportunities and growth	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased motivation of staff	At least one follow-up training session on Ethics and Integrity by December 2010	On-line training
(ii) Increased work flexibility and extension of flexible arrangements to fellows		Left at the discretion of the managers on a case by case basis
(iii) Ethical and professional leadership is integrated across the Institute	At least one follow-up training session on Ethics and Integrity by December 2010	On-line training

Assessment: The on-line training courses on Ethics and Integrity have been introduced as mandatory for all staff. Managers are responsible to ensure that the training courses are completed by their staff. *In so far as the accomplishment is related to the overall objectives of the section.

🟢	(d) Improved staff selection and administration, including recruitment, placement and promotion – Effectively recruit, develop and retain talent	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased number of cases considered for promotion		Cases reviewed as submitted
(ii) Staff and fellows rotated	2 staff/fellows rotated by 4th quarter of 2010/1st quarter of 2011	2 staff rotated
(iii) Staff rotation policy functional	Functional	Functional
(iv) Full delegation of authority for classification of posts obtained on a permanent basis by June 2010	Formal delegation obtained from NY	Obtained
(v) Proper contractual management	All contracts issued	All contracts issued

Assessment: Promotion is under the responsibility of the Managers. Cases submitted to HR have been processed. The staff rotation policy is functional.

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			Recurrent		
🔴	(e) Enhanced staff competencies and skills		**Carry over to 2012-2013: Yes**		

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased staff participation in learning and career development programmes	At least 3 courses per staff maintained	Due to short funding only 2 collective courses could be offered by HR
(ii) Better use of managerial and leadership skills by the managers management and leadership		
(iii) Positive outcome to the evaluation of leadership, involvement and change management in the Managers' PER		

Assessment : The training budget was limited and courses could not be offered by HR.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: There were no unintended accomplishments for the biennium.	**Recurrent or Non recurrent : N/A**	
	Carry over to 2012-2013: Yes/No : N/A	
Indictor(s) of achievement:	**Performance**	
	Target	**Actual**
N/A	N/A	N/A

Assessment: N/A

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual/comments**
🟢	(a) Issuance of contracts at least 2 weeks prior to start date	✓	2 weeks prior to start date	Done based on submission by Programmes
🟡	(b) On-line applications for consultants, welcome kit on-line, time and attendance on-line		On-line	Global drive, pending creation of the intranet
NM	(c) Competency Framework developed and made available on a shared drive		Made available on a shared drive	At present the UN competency framework applies to UNITAR
🟢	(d) New result-oriented PER adopted and functional	✓	Adopted and functional	Adopted and functional
🟢	(e) New IDP operational and integrated into the PER	✓	Operational and integrated	Operational and integrated
🟢	(f) Promotion cases reviewed and finalized	✓	Reviewed and	Reviewed and finalized based on

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				finalized based on submission	submission
NM	(g)	Circular on the extension of policy on flexible working arrangements to fellows issued by January 2011		January 2011	Left at the discretion of the Managers on a case by case basis, circular to be issued
🟢	(h)	Policy document on rotation developed by HR and shared with staff by June 2010	✓	June 2011	Achieved
🔴	(i)	Seminar describing knowledge systems taken by all staff in order to sensitize all personnel in terms of knowledge management		June 2011	Postponed
🔴	(j)	All staff/collaborators trained through induction course in communication results by march 2011		March 2011	Postponed
🟢	(k)	Seminar on evaluation methods delivered to all staff and collaborators by April 2011	✓	April 2011	Sept. 2012
🟢	(l)	Seminar on Procurement – at least 20 staff trained in procurement procedures by June 2010	✓	April 2011	On-line training on Ethics and Integrity made available to managers and other staff
🔴	(m)	At least one seminar on leadership and management		September 2011	Postponed
🔴	(n)	Introduction of learning incentives		Introduction	Postponed

Assessment: Contract management depends on submissions by programmes. As a general rule HR sends out notifications to Managers for contract renewal including PER. A decision was made to follow the UN competency framework until funds are available to develop a UNITAR competency framework. The HR manual is in progress pending the creation of a intranet. All material, rules and procedures are available to staff already on the global drive. Some of the training session has been postponed because of the lack of funds.

5. Strategic Plan

The HR Section further strengthened the Institute's autonomy in HR and improved the human element that helped the institution realize its mission and achieve the goals. The HR Section aimed at developing an environment that fosters employee wellbeing, respect for diversity and difference.

6. Performance Challenges and Lessons to be Learned

Given the fact that the Institute does not received funds from the United Nations regular budget or assessed contributions, the HR budget depends on the funding raised by programmes. Many challenges are directly linked to the materialization of the funding committed by programmes, with training being one of the areas affected directly by the lack of resources. One of the lessons learned during the biennium was that performance measures need to be closely aligned with indicators of achievements to facilitate performance reporting.

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COMMUNICATION AND INFORMATION TECHNOLOGY SUPPORT SECTION	🟢 Surpassed or within 10% of target	🟡 Between 10%-25% of target	🔴 Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
Although the Communication and Information Technology Support Section (CITSS) was established in 2007, there had not been a manager heading the section until May 2010, when the Acting Chief of CITSS was appointed. Until then, the work of the section mainly focused on IT related matters, such as providing help desk service and management of the IT infrastructure, therefore the Programme Budget for 2010-2011 Biennium did not include Expected Accomplishments on communication matters. However, since the Acting Chief assumed the management of the section, the CITSS has made accomplishments in both communication and IT fields. As for the Expected Accomplishments, the section met the target in all items, except for one area which is not under the section's control (budgetary constraints). Major achievements of this section include renewal of the UNITAR website and the Event Management System (EMS), integration of credit card payment system into the EMS, migration of the web/email/file servers to a hosted solution, development of standard communication materials, increasing awareness of UNITAR and expanding the outreach.	2.1 Programme budget	958,725
	2.2 Revised budget	929,375
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures	N/A
	2.6 Carry over 2012-13	N/A

3. 1 Expected Accomplishments		
🟢	(a) Increased virtual outreach through web-based communications	Recurrent
		Carry over to 2012-2013: Yes

Indicator of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Increase visitor numbers and metrics (length of visit, number of page views, reduced bounce rate and percentage of search engines)	Increased number of page views by 50% compared to 2009	Total page views: 1,242,763 (2009) Total page views: 2,091,775 (2010) Total page views: 3,018,803 (2011)
	Increased number of visitors by 20% compared to 2009	Total visitors: 318,226 (2009) Total visitors: 476,467 (2010) Total visitors: 489,600 (2011)

Assessment: The total number of both page views and visitors on the UNITAR website surpassed the target of 50% and 20% compared to 2009 figures respectively. The total number of page view in 2010 was 68% increase and the total number of the visitors was 48% increase from the 2009 figures. This could owe to the fact that the Event Management System (EMS) was introduced in 2010, as the statistics shows the majority of people who come to our website access the EMS for searching, registering or applying for events.

🟢	(b) Improved security of network infrastructure	Recurrent
		Carry over to 2012-2013: Yes

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Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Relocate e-mail server and files server to hosted location	Network running Microsoft Active Directory ISO of SAS 70 level compliance Functioning and Tested DR plan	Both e-mail and file servers were relocated to a server hosting company, which is ISO 27001 compliant, Cloud Security Alliance(CSA) member; PCI DSS (Payment Card Industry Data Security Standard) certified; Microsoft Gold partner.
(ii) Number of representation offices that are established	Ability to add further office locations at short notice	Brasilia office and Antwerp training centre were connected without any delay.

Assessment: Following the auditors' recommendation, both e-mail and file servers were relocated to a server, which is hosted by an ISO compliant hosting company. This significantly increased the security of the network infrastructure of the Institute, as the server is monitored 24/7 in a secured environment. UNITAR also concluded a service level agreement with the company in case of disruption of the network connection. This will allow us to protect our data and respond quickly in case of network problems. In 2010 and 2011, two new office locations were opened, Brasilia Office and the Antwerp International Training Centre on Corporate Opportunities (ITCCO), which were connected to the UNITAR network without any delay.

● (c) IT services provided throughout increased number of locations	Recurrent
	Carry over to 2012-2013: No

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Access by all office locations to intranet, file server and unified e-mail system	Network running Microsoft Active Directory ISO of SAS 70 level compliance Functioning and Tested DR plan Ability to add further office locations at short notice	All out-posted offices shifted from Lotus Notes email client to MS Outlook. Brasilia office and Antwerp centre added to connected location. Mobile devices are also added on various platform, such as iphone, android, ipads and blackberries
(ii) Number of strategic partnerships with other UN agencies and programmes	No target defined	Increased partnership with agencies and communities in line with the strategic plan, such as outsourced service providers, open source system and hosted server solutions.

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Assessment: Thanks to the fact that the server was relocated to a hosted solution from internal hosting, all out-posted offices are connected to the intranet and the file server regardless of their location. This considerably facilitated access to the shared drive by colleagues in out-posted offices as well as colleagues who are away from the office on mission. All data is in physically secured location with high availability of uptime to have emails and data accessible 365 days per year, which satisfies the audit requirements to have an ISO certified center for all data storage with disaster recovery plans. Increased storage and processing capacity to allow videos and rich media contents was also secured.		

🔴	(c) Intranet functionality further developed	Non recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) All UNITAR users on intranet	No target defined	All UNITAR email holders have access to the file server and the calendar/task management intranet (global). All UNITAR website focal points have access to the intranet functionalities of the website and the EMS.
(ii) Reduction in Administrative and Finance Section workload for travel	Human Resources Section performance appraisal online; Administrative and Finance Section travel module online	Due to the financial constraints, these two intranet functionalities have not been developed

Assessment: As a result of shifting the file server to a hosted solution, which is on the same server as the email server, all UNITAR email account holders, regardless of their physical location, gained access to the shared files on the file server as well as other functionalities such as calendar sharing and task management. However, due to the financial constraints, further improvement of the Event Management System was prioritized over the additional intranet functionalities, such as performance appraisal and travel request. These intranet functionalities could be developed once the planned improvement of the EMS would have been finished in 2012.	

🟢	(e) Web-based tools enhanced	Non recurrent
		Carry over to 2012-2013: Yes

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) In-house ability to develop the internet and intranet functionality and have specialized content manager	Revamped design of web site	UNITAR website was completely renewed in May 2010
	Redesigned events calendar	The Event Management System was also redesigned in May 2010. Since then

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			many new features have been added including the online-payment system (listed in the unintended accomplishments part below)
		Document/project management system(s) developed	Document management system was Implemented in project websites of CCP and EGP (uncclearn.org, napa-pana website)

Assessment: In May 2010, the UNITAR website (www.unitar.org) was entirely renewed, with the new Event Management System integrated as a key feature. The EMS is an integrated events and participants management system, which allows programme managers to list and promote their events on the website, and users to search and register or apply for events. The system significantly reduced the workload of the programme in creating and sending invoices to participants for fee-based courses, as the system automatically send an invoice to those who registered online. After numerous consultations with programmes, CITSS also integrated new features such as downloadable participants' list, user profile management functionality, user cancellation functionality, displaying deadline for registration/application, and credit card payment functionality.

The content management system of the new website also allows programmes to update their website section easily without any technical knowledge of the website development, and to contribute news article on the home page. The CITSS provided training to all website focal points on how to update the website and how to write online news articles.

The document management system was implemented in the project level website, such as UN CC:Learn of the EGP and Napa-pana project of the CCP.

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3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: Capacity created for online payment for fee-based training services	Non recurrent	
	Carry over to 2012-2013: No	

Indicator of achievement:	Performance	
	Target	**Actual**
Credit card payment facility made available on the Event Management System	N/A	MasterCard and Visa are accepted in the EMS for payment for events open for registration

Assessment: In order to facilitate payment by participants and for easier tracking of payment by AFS and programmes, credit card payment facility was introduced in the EMS. The CITSS was in charge of developing the font-end of the system, namely integrating the payment interface into the EMS, while AFS was responsible for coordinating with the third party vendor regarding the backend of the system.

The credit card payment facility considerably reduces the time for programme mangers to confirm payments by participants, as the payment is done instantly, and for AFS to track unclear payment received, as there is a unique ID for each payment.

This is a major accomplishment for the Institute as we are the first one in the UN System to accept online payment for events by credit card.

Accomplishment: Communication harmonized on UNITAR programming	Non recurrent	
	Carry over to 2012-2013: Yes	

Indicator of achievement: Number of programmes using harmonized brochure format	Performance	
	Target	**Actual**
Harmonized programme brochures developed	N/A	9 out of 13 programmes / offices produced their brochure using the same design template

Assessment: Until last year, some programmes had developed their own brochure using their own format and design, and there were no standard programme brochures. In order to streamline communication materials, CITSS took the initiative to produce a programme brochure for each programme and out-posted offices. So far, 9 programmes and offices (CCP, CWM, MDP, ILP, PTP, PFTP, UNOSAT, NYO, HO) have produced theirs, pending 4 other programme/offices (EGP, PMCP, LDP, BO) to complete.
By having standard communication materials which follow the Branding Guidelines, it contributes to disseminating the coherent and professional image of the Institute.

Accomplishment: Outreach to online audiences expanded		Non recurrent
		Carry over to 2012-2013: No
Indicators of achievement:	Performance	
	Target	**Actual**
e-Newsletter and programme e-course announcement launched	N/A	The first UNITAR newsletter in the form of a HTML email was launched in May 2011, reaching out to almost 45,000 beneficiaries. Three editions of the e-Newsletter were sent out in 2011. In addition to the e-Newsletter, programme course announcement template was developed and 2 programmes used it to send out the announcement also to almost 45,000 contacts.
UNITAR pages on various social networking tools reactivated	N/A	UNITAR Facebook fans: 2,900 UNITAR Twitter followers: 3,200 UNITAR LinkedIn followers: 306 UNITAR YouTube subscribers: 60

Assessment: Until the end of 2010, UNITAR Newsletter was issued in a paper format, distributed mainly in the Geneva Lecture Series and handed or mailed to other stakeholders. The outreach of the printed Newsletter was limited to the number of copies printed, 1,000 or 2,000 depending on the budget for printing. The CITSS took over the production of the newsletter from 2011, and shifted from a printed format to a digital format, using an online marketing service provider. This not only reduced the cost of production dramatically by 200 times, as it was about $1.7/copy compared to $0.0085/email, but also increased the outreach by 22 times (2,000 paper copies of Newsletter versus 45,000 email Newsletter). Since the launch in May, a sign-up form was set up on the website for those who would like to receive future e-Newsletters, and 798 people signed up voluntarily to receive further information from UNITAR, meaning almost 100 new contacts per month are added to the existing 45,000 email list.

In addition to the e-Newsletter, the CITSS also developed a standard template for programmes to send out their course announcements by email. These announcements can be also sent to the 45,000 contacts via the email marketing service provider.

Since April 2011, the CITSS has reactivated the UNITAR Facebook and twitter accounts, by feeding information on a daily basis. Since then, the "fans" of the UNITAR facebook page increased by more than 500 (from 2,019 in April to 2,900 in December) , the followers of the UNITAR Twitter page increased by 864 (from 1,209 in April to 3,200 in December). These tools allowed the Institute to significantly expand its outreach to online audience and build a UNITAR presence in the social networking arena in a very cost effective manner.

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Accomplishment: Raised awareness of the Institute among general public		Non recurrent
		Carry over to 2012-2013: No
Indicator(s) of achievement:	Performance	
	Target	Actual
UNITAR week organized in the Shanghai World Expo 2010, showcasing different activities of UNITAR	N/A	UNITAR exhibition panel was on display and 15 events were organized in the United Nations Pavilion at the Shanghai Expo during the UNITAR week (19 – 25 September 2010). Total number of visitors to the UN Pavilion during the UNITAR week amounts to 177,522.
UNITAR profiled in a specialized magazine and a TV programme	N/A	ED interview featured in the most popular periodical specialized on e-Learning and distance learning in China. UNITAR featured in Euronews/Learning World TV programme.
Assessment: In an effort to raise UNITAR's profile, the CITSS lead the organizations of the UNITAR week in the United Nations Pavilion at the Shanghai World Expo 2010. In the exhibition area, UNITAR had 2/3 of the exhibition space, displaying panels on UNITAR's achievements, and in the event area 15 events were organized showcasing different programmes and projects of UNITAR during one week. More than 99% of audience was from China, thus it was an unprecedented opportunity to raise awareness of UNITAR among the Chinese population. The total number of visitors to the UN Pavilion during the UNITAR week amounted to 177,522. In addition to the UNITAR week in the Shanghai World Expo 2010, the CITSS arranged an interview of the ED in the most popular specialized magazine on e-Learning and distance learning in China. The interview was translated into Chinese and appeared on over 3 pages in the March edition. This was the first time that UNITAR was featured in a major Chinese magazine. The CITSS also made an effort to raise UNITAR's profile in other parts of the world besides China. Through our contacts, UNITAR was featured in Euronews' Learning World programme. It was broadcasted in 11 different European languages, disseminated via their website as well as the social networking tools to audience not limited to Europe. Awareness of UNITAR was significantly raised through these efforts.		

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4. Outputs		Performance		
		Achieved	**Target**	**Actual**
🟢	(a) Improvement in the dissemination of information and communications to all donors, participant and collaborators, including access to up to date financial data for Board of Trustees members	✓		UNITAR e-Newsletter launched which considerably increased the outreach of UNITAR information compared to paper newsletter. Introduction of e-marketing tool and reactivating social networking tools also expanded the dissemination channel of the UNITAR information.
🟢	(b) Production of standard communications information for use by partners and participants to increase the Institutes visibility	✓		Standard programme brochures and course announcement template developed. Communication materials clearing house put in place to ensure adherence to the Branding Guidelines. Institute and programme factsheets standardized and made available. Institute-wide achievements report produced. The website renewed, providing the same design template for all programmes/offices/sections.
🔴	(c) Implementation of functionality for the Human Resources Section and the Administrative and Finance Section which will reduce the respective units workload and improve monitoring			Not implemented due to financial constraints
🟢	(d) Creation of infrastructure to enable the Institute to grow in both overall users and physical locations	✓		Now using cloud computing, and scalable platform for file and messaging system to accommodate growing number of users
🟢	(e) Ensure all IT services are compliant and offer Service Level Agreement (SLA) level of	✓		Email, website, fileserver are ISO

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		functionality			27001 certified, PCI DSS for payment system, Microsoft certified for email and file sever Network is member of Cloud Security Alliance. SLA agreement from hosting company and developer
🟢		(f) Move to more scalable IT infrastructure and e-mail system	✓		Now using cloud computing and hosted solution for scalability

Assessment: Except for the additional intranet functionalities, targeted output performance has fully met both in communication and IT areas. Compared to previous biennium, communication activities are further streamlined, outreach expanded, and IT infrastructure more stable and scalable.

5. Strategic Plan

The section's achievements relate to all four strategic areas.

Strategic Area 1: Identifying, and responding effectively to, beneficiary needs – the section conducted several online surveys in order to know the needs and desires of the beneficiaries in terms of communication from UNITAR. Based on the results of these surveys, the newsletter format was changed from paper to HTML email format, a PDF version was linked from the website, and a new e-course announcement was developed. Through the UNITAR Facebook page, the section also interacts with the beneficiaries directly responding questions or comments.

Strategic Area 2: Enhancing the quality and diversity of products and services – the section implemented new products such as e-Newsletter, e-course announcement, programme brochures, Event Management System and online payment system.

Strategic Area 3: Strengthening resource efficiency, effectiveness and accountability in delivering results – by shifting the paper Newsletter to e-Newsletter, the cost of production was cut by 200 times, and the outreach was increased by 22 times. Introduction of the credit card payment system in the EMS considerably reduced the workload and transactions costs, thus improved efficiency in tracking payment and managing participants. Hosted solution for the file server also increased the staff efficiency as staff members are able to access the shared drive regardless of their location. New intranet tool such as online meeting room reservation tool improves work efficiency as well.

Strategic Area 4: Increasing autonomy – the online payment system increased the autonomy of the Institute by not going through the standard administrative procedure of receiving funds. UNITAR no longer relies on Lotus Notes, the UN standard email client, as we shifted to MS Outlook.

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6.   Performance Challenges and Lessons to be Learned
Financial constraints limit the work of the section. It has been difficult to implement all the projects that were planned for this biennium due to the limited funds. Hesitation form colleagues to move to a new system due to familiarity with the existing system and/or inadequate training sometimes held back our planned activities. Moreover, given the fact that the number of staff in the section is limited to 2 (Acting Chief and IT specialist), the section relies on gratis personnel workforce, thus it is difficult to have continuity and stability on workload for the section. The section needs to be flexible and need to have a contingency plan in case the funds are not secured or qualified interns/trainees/collaborators are not hired in a timely manner.

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PARTNERSHIP AND RESOURCE MOBILIZATION SECTION	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The impact of the financial and economic crisis that hit the world in 2009 has been strong for UNITAR during the biennium 2010-2011, and has obliged UNITAR to be very reactive, adapt its strategic approach to usual donors and explore actively non-traditional partnerships and donor countries. Reorganization of responsibility with regards to partnerships with the establishment of a Quality Assurance Committee in charge of signing and monitoring non-financial agreements. The responsibility of the PRM Section subsequently focused on following up and monitoring of General Fund contributions, on increasing the share of income generation from non-traditional donors, on supporting information gathering and negotiations for new initiatives, and on coordinating when required information on donors and partners.	**2.1 Programme budget**	521,375
	2.2 Revised budget	470,375
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures	N/A
	2.6 Carry over 2012-13	N/A

3. 1 Expected Accomplishments

🟡	(a) Strong & sustainable relations with strategic donor countries is enhanced through formalized agreements and improved communication	Recurrent
		Carry over to 2012-2013: Yes*

Indicators of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increase in support from current donor countries	Number of donor countries: 60	**50**
(ii) Negotiations successfully concluded on long term support with strategic countries	No target defined	**NM**
(iii) Number of long term contributions from strategic donor countries	New multiyear agreements: 15	**NM**

Assessment:
- (i)   The list of donor countries to the General Fund of UNITAR varies greatly from one year to another and the level of voluntary contributions to the General Fund is quite unpredictable due to the very nature of these "voluntary" contributions to the core funding of the institution.
- (ii)   With the financial and economic crisis and increased importance of emerging countries in the global economy, the list of strategic countries for UNITAR has evolved dramatically with focus on those emerging economies, such as Algeria, Brazil and Russia with which multiyear agreements were signed.

Although the target might not be fully met, the nature and level of relationships initiated with new strategic donors might prove to provide certain financial sustainability to the Institute.

🟢	(b) Cooperation agreements with developing and emerging countries are formalized, network of partners is expanded and representation offices are established.	Recurrent
		Carry over to 2012-2013: Yes*

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Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Number of active partnerships and cooperation with academies and training institutes in emerging and developing countries;	Operational partnerships with 5 academies per region	NM
(ii) Number of representation offices that are established	At least two more offices and two more affiliated centres	1 office (Brasilia) and 2 affiliated centers (Jeju and Antwerp)

Assessment:

    (i)   The PRM Section was kept informed on financial agreements. However, most of the cooperation with academies is based on non-financial agreement which is managed by the Quality Assurance Committee. In those cases the PRM section was not always kept fully informed (on a systematic or routine basis). Thus cooperation with academies may have been initiated and related information can be retrieved at unit level or with the QAC.

    (ii)   During the biennium 2010-2011 the regional office in Latin America was established in Brasilia, Brazil. Discussions with 3 African countries (Congo, South Africa and Nigeria) were initiated, concept note prepared and submitted to the Ministry of Foreign Affairs of those respective countries. Negotiations are still on-going. Discussions with the Government of China were also initiated at the occasion of the UNITAR Board meeting in Beijing for the establishment of a UNITAR representation office in Asia. In addition to representation offices, the PRM section supported the Governance Unit in its efforts to expand its network of affiliated center, and 2 new centers were established respectively in Jeju (Republic of Korea) and in Antwerp (Belgium).

NM	(c) UNITAR position within the UN system and with international organizations is strengthened through participation into inter-agency global programmes/initiatives	Recurrent
		Carry over to 2012-2013: Yes*

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Access to multilateral funding mechanisms through partnership with other UN entities	Active participation in at least 5 inter-agency global initiatives; number of new agreements with UN and international organizations: 40	NM*
(ii) Number of strategic partnerships with other UN agencies and programmes		

Assessment:

*In so far as the accomplishment is related to the overall objectives of the section.

⬤	(d) Partnerships with the private sector and foundations are developed in accordance with UN guidelines and UNITAR Strategic Plan for the period 2010-2013	Recurrent or Non recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**

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(i) Number of partnerships with the private sector entities	Each office/unit/programme has developed active relationship with private entities; 15% overall income generated from private sector and foundations	NM – Not yet readily available
(ii) Number of partnerships with Foundations		
(iii) Percentage of income generated through agreements with private entities and foundations		

Assessment: Development of partnership with private sector entities varies in relation with the topic and level of sensitivity of topic. Therefore indicators may be more significant when considered at unit level. As the UNITAR pioneer in the development of partnerships with private sector entities, the Governance Unit has increased and broadened the scope and number of partnerships with private sector over the biennium 2010-2011. For instance, two new partnerships with private sector umbrella organizations: CIBJO (World Jewelry Confederation) and AWDC (Antwerp world Diamond Center); 1 partnership with a Foundation: Fonds voor de Diamantnijverheid; 1 partnership with an academic-based company: MHC International. Those relationships represent 69% of funding signed in 2011 for the Antwerp ITCCO.

●	(e) Enabling environment for partnerships and resource mobilization is established with the provision of strategic information on current and targeted partners and donors and a set of corporate tools is made available on the intranet	Recurrent
		Carry over to 2012-2013: Yes*

	Performance	
Indicators of achievement:	Target (as in revised budget)	Actual
(i) A base of information on donors and partners is made available and operationally used across the Institute;	25 analyses of the main donors and partners are conducted	See assessment
(ii) A set of corporate tools is designed through peer review across the Institute		
(iii) Number of corporate tools implemented		

Assessment:

    (i)   A "Donors and Partners Database" was established as part of the new Intranet system of UNITAR and kept updated until 1st quarter of 2011 with information provided by AFS and the unit/programmes. The database allowed to retrieve in real time the number of agreements signed per category of donor/partner together with the supporting documents. With the change in the section, and the revamping of the information systems, the database was no longer supported. In addition, specific analyses were conducted regularly upon request by the units/programmes or by OED. The number is definitely over 25.

    (ii)   A tool was developed by the PRM Section to facilitate access to information on multilateral funding mechanisms such as the "EU Alert System". It was updated on a weekly routine basis, and information was filtered manually by the PRM section. Units and programmes were then informed on grants and calls for tenders issued by the European Commission. After 9 months the service was assessed based on the application rate of UNITAR programme to EU grants and call for tenders. It was then discontinued.

*In so far as the accomplishment is related to the overall objectives of the section.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		

Far-reaching, long-term partnership initiated with Algeria	Recurrent
	Carry over to 2012-2013: Yes

Indictors of achievement: N/A	**Performance**	

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	Target	Actual
	N/A	N/A

Assessment: The first phase of partnership launch with CIFAL Maghreb under implementation late 2011. This has led to further discussions with donor country on expanding relationship to training of diplomats and youth entrepreneurship.

	Recurrent
New platform to promote public private partnerships on sustainable development (MDG) initiated with Annemasse, France	**Carry over to 2012-2013:** Yes

	Performance	
	Target	Actual
	N/A	See assessment

Assessment: Relations developed with city of Annemasse region to launch PPP (MDG 7). Relations to be further developed in 2012, including participation of Annemasse authorities on UNITAR delegation to Rio+20 Summit.

	Recurrent
Partnership initiated with UNOPS for joint training initiatives in MENA region for promoting green jobs	**Carry over to 2012-2013:** Yes

	Performance	
	Target	Actual
	N/A	See assessment

Assessment: Partnership discussed and elaborated (although formalized in first quarter of 2012). Includes funded programme by UNOPS and subtracted training to UNITAR.

4. Outputs		Performance		
		Achieved	Target	Actual
🔴	(a) The PRM Strategy is updated in order to reflect areas highlighted in the 2010-2012 Strategic Plan, and to integrate inputs form other sections, units, programmes and offices			See assessment
🟢	(b) Briefs and analysis on donors (countries, international organizations, private businesses, etc) and other partners that will be approached during the biennium are prepared proactively;	✓		
🔴	(c) The partnership database is improved according to requirements agreed upon by offices/units/programmes and is fully interoperable with AFS databases			
🟢	(d) Peer-reviewed guidelines are prepared and made available to offices/units/programmes to support their efforts to develop collaborations / partnerships with the private sector based on existing UN guidelines	✓		
🟢	(e) Reports are prepared on a yearly basis and presented to the Board of Trustees	✓		

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Assessment: The hand-over note indicates new orientations, but strategy has not been updated per se. The partnership database is improved through consultation, although it is not interoperable with AFS databases because of lack of resources for necessary developments and delay in developing an UNITAR intranet. UNITAR through the PRM section was involved in the UN Global Compact-led process to review the UN guidelines that was conducted during the 1st half of 2011. New UN guidelines have since been released and circulated to UN organizations. However several services and tools are offered on a fee-based approach, i.e. partnership screening, list of companies with which UN should not enter into partnership with, which are for the time being not been requested by UNITAR.
5. Strategic Plan
No information provided.
6. Performance Challenges and Lessons to be Learned
Cf hand-over note.

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BRASILIA OFFICE	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The office was inaugurated during the fourth quarter of 2010 and became operational in January 2011. The office was based on a tri-partite Memorandum of Understanding between the Institute; the Ministry of Planning, Budget and Administration; the National School of Public Administration; and the Brazilian Cooperation Agency. The office had the core mandate to address training needs of Brazilian federal, state and local civil servants in the area of infrastructural development and promote the transfer of socioeconomic know-how between Brazil and other Latin American and Portuguese speaking countries of Africa. Following the 2011 federal elections and a new administration, the Brazilian government shifted capacity development priorities. In light of a number of developments which unfolded during the course of the second half of 2011 and bearing the office's risk analysis approved by the Board of Trustees, the Institute decided it was better to close the office. As a result of this decision and challenges that the Institute confronted during the second half of 2011, most achievement targets and output results were unmet. One important unintended accomplishment was the development of project opportunities with a number of potential partners in Brazil and South America.	2.1 Programme budget	**N/A**
	2.2 Revised budget	**2,080,206**
	2.3 Balance at beginning of biennium	**N/A**
	2.4 Funds mobilized during biennium	**731,907**
	2.5 Expenditures	**618,265**
	2.6 Carry over 2012-13	**N/A**

3. 1 Expected Accomplishments

🟡	(a) Office fully operational and installation finalized	**Recurrent or Non recurrent:** N/A
		Carry over to 2012-2013: N/A

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Necessary equipment and infrastructure installed in office premises	The Office is fully equipped and operational with IT infrastructure, communication and office material as foreseen in the Technical Assistance Agreement	Office equipped according to plan
(ii) Recruitment of staff members for the office, as foreseen in the Technical Assistance Agreement, is completed	In addition to the two international staff, one senior specialist and one local administrative officer are recruited	Recruitment of 1 general service staff

Assessment:

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●	(b) Training material developed in the area of infrastructure development, management and evaluation and ready for delivery	**Recurrent or Non recurrent:** N/A
		Carry over to 2012-2013: N/A

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of modules developed in specific areas of infrastructure development, management and evaluation	8 training modules are developed	0
(ii) Number of modules adapted for online training	At least 5 training modules are adapted for online training	0
(iii) Number and quality of experts involved in the development of the training material.	At least 4 senior specialists, at the level of University Professor, are involved in the content development of training material	0

Assessment:

●	(c) Training for Brazilian civil servants	**Recurrent or Non recurrent:** N/A
		Carry over to 2012-2013: N/A

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of training beneficiaries	At least 830 federal civil servants trained	0

Assessment:

●	(d) Successful representation of the Institute through the liaison function of the Brasilia Office	**Recurrent or Non recurrent:** N/A
		Carry over to 2012-2013: N/A

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of meetings or activities undertaken to sensitize Brazilian counterparts and member agencies of the UN Country Team in Brazil as regards the quality of capacity development	A consistent and high-quality technical collaboration mechanism	NM

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services provided by UNITAR through its course content development and innovative training delivery platforms	with the Brazilian counterparts is established	
(ii) Number of Institute collaborations negotiated or underway with the Brazilian government, member agencies of the UN country team, and donor or private sector partners	At least two meetings are organized to sensitize Brazilian counterparts and UNCT member agencies to services provided by UNITAR.	Multiple meetings with Brazilian counterparts were held
(iii) Number of joint activities conducted with CIFAL Curitiba	At least two joint activities are conducted with CIFAL Curitiba.	0

Assessment: A number of meetings were held with Brazilian counterparts and Latin American potential partners.

● (e) Strategic direction of the Brasilia Office to respond effectively to beneficiary needs	**Recurrent or Non recurrent:** N/A
	Carry over to 2012-2013: N/A

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) An approach is set up to develop a strategy that responds effectively to the needs of beneficiaries	A needs assessment is conducted to identify the capacity needs of beneficiaries.	Needs assessment conducted on infrastructural development
	A strategy is developed based upon the needs identified.	--
	The regional strategy is elaborated in ways that identify and respond to the beneficiary needs and is validated by partners involved (UNITAR, Brazil, other regional institutions and Portuguese speaking countries from Africa	--

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3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)				
Accomplishment: Initiation/development of key partnerships and project opportunities			**Recurrent or Non recurrent:** N/A	
			Carry over to 2012-2013: N/A	
Indictor(s) of achievement: N/A		**Performance**		
		Target (as in revised budget)	**Actual**	
		N/A	N/A	
Assessment: Potential projects are in the pipeline based on contacts established with various Brazilian and other Latin American partners. These include the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), Caixa Economica Federal (CEF), Inter American Development Bank, UNFPA, National Confederation of Industry, Brazilian Ministry of the Environment and the Brazilian Ministry of Social Development.				

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
🟡	(a) Office established and staff recruited	✓		Partially achieved
🔴	(b) Training material developed			No material developed
🔴	(c) Senior specialists are involved in the content development of training materials.			
🔴	(d) Delivery of 13 face to face, online or blended training courses for federal civil servants from Brazil.			0
🟡	(e) 830 Brazilian civil servants trained			0
NM	(f) Effective liaising with Brazilian federal partners, and with regional and international counterparts as well as with CIFAL Curitiba and UNITAR units and offices			NM
🟡	(g) New partnerships established			See unintended accomplishment
🟢	(h) Needs assessment conducted	✓		See assessment
🔴	(i) A strategy for the Brasilia, South America and Africa cooperation is developed and validated by partners involved			See assessment
Assessment: Planned outputs were not achieved with the exception of a needs assessment undertaken in the field of infrastructural development for the training of Brazilian civil servants.				

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5. Strategic Plan
Apart from fulfilling results-based work planning requirements, the office did not make any progress in contributing to the achievement of 2010-2012 Strategic Plan objectives, including the drafting of a strategy for Latin America, as foreseen under priority area I of the Strategic Plan.

6.   Performance Challenges and Lessons to be Learned
Performance challenges affected the office's operations soon after start-up. The two most significant factors contributing to these challenges include changes in government capacity development priorities following federal elections, and insistence by Brazilian authorities that the tri-partitie agreement governing the office's establishment was based on national execution modalities with strict and detailed reporting requirements as well as limitations as to how funds may be used (although this was reportedly never conveyed in writing according to the former office Chief's hand-over note). These two factors severely hampered the operational and programme performance of the office. A clear lesson to be learned is to obtain clear political agreement/endorsement from high level government prior to opening future offices. Another clear lesson is the importance of having risk analyses performed which contain guidance for decisions that may need to be taken at a later stage (and in this case, the decision taken to close the office).

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HIROSHIMA OFFICE	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
Chief amongst the results for the biennium was an increase in the financial stability and trajectory of the office, particularly in regards to a diversification of donors. A combination of self generated income and the development of Memoranda of Understanding and Letters of Agreement from multiple sources, including the Civil Service Institute of Afghanistan and the Government of Australia saw the overall office budget increase from USD 1,683,514 in 2008 – 2009 to USD 2,716,489 in 2010 – 2011, an increase of 61%. In addition, the number of beneficiaries also increased with international beneficiaries increasing to 2,140 from 1,394 the previous biennium and domestic participants increasing from 901 to 1,185, a combined increase of 990.	**2.1 Programme budget**	2,399,063
	2.2 Revised budget	3,033,640
	2.3 Balance at beginning of biennium	337,095
	2.4 Funds mobilized during biennium	2,704,712
	2.5 Expenditures	3,001,792
	2.6 Carry over 2012-13	131,932

3. 1 Expected Accomplishments

🟢	(a) UNITAR Fellowship for Afghanistan *Capacity training to further develop the Human Resource abilities of mid-senior level participants in the Hiroshima Fellowship for Afghanistan Programme*	Recurrent
		Carry over to 2012-2013: No

Indicator(s) of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Increased number of fellows.	60	110
(ii) Increased number of alumni progressing to the roles of Coach, Mentor and ultimately Resource Person	Fellow - Coach: 8 Coach - Mentor: 4 Mentor - RP: 2	Fellow - Coach: 20 Coach - Mentor: 8 Mentor - RP: 6
(iii) Increased number of members of the Afghan Consultancy Training and Research Association (ACTRA) – the UNITAR Alumni Association in Afghanistan	150	110
(iv) Increased number of promotions for Fellow	25/60 (42%)	32/110 (29%)* NOTE: The 2011 Fellowship concluded in February 2012. HO is awaiting compiled lists of promoted Fellows

Assessment:

🟡	(b) Series on Sea and Human Security - Further develop the adoption and scope of the "Hiroshima Initiative" in regards to achieving a comprehensive approach to ocean security through the UNITAR Series on Sea and Human Security (SHS).	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Increased number of participants.	80	87

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(ii) Increased alumni participation in training as Mentors and/or Resource Persons.		6	2
(iii) Increased Alumni-led in-country activities		6	0
(iv) Increased intra-UNITAR/UN cooperation and integration.		2	5
Assessment:			

🟢	**(c): Series on World Heritage Sites** Enhance the capacities of managers and policy-makers involved in World Heritage Site management through the UNITAR Series on World Heritage Sites (WHS). In particular in regards to an increased understanding of both tangible and intangible heritage, as well as the development of a comprehensive management system.	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased number of participants.	110	122
(ii) Increased alumni participation in training as Mentors and/or Resource Persons	2	2
(iii) Increased Alumni-led in-country activities	2	0
(iv) Increased intra-UNITAR/UN cooperation and integration.	3	5
Assessment:		

🟢	**(d) Further develop the liaison role of the Hiroshima Office**	Recurrent
		Carry over to 2012-2013: Yes

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased number of liaison activities.	20	14
(ii) Increased exposure of the Hiroshima Office and its activities, and thereby UNITAR as a whole.	6	12
Assessment:		

🔴	**(e) Develop the training capacities of staff including language, IT, management and ToT training as well as an increased focus on the internal development of a Hiroshima Office identity.**	Recurrent
		Carry over to 2012-2013: Yes

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Increased measurable and internationally recognized ability of staff.	Language Training: 4 IT Training: 4 Management and ToT Training: 2	Language Training: 4 IT Training: 0 Management and ToT Training: 0

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(ii) Increased internal understanding and ownership of the Hiroshima Office identity.	# of retreats for office development: 2	# of retreats for office development: 0

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: Expanded programming to local youth	Recurrent	
	Carry over to 2012-2013: Yes	
Indictor(s) of achievement: Number of youth participating	Performance	
	Target (as in revised budget)	**Actual**
(i) Develop partnerships with local Boards of Education	N/A	2
(ii) Attract participation from High Schools in Hiroshima Prefecture	N/A	55
Assessment:		
Accomplishment: High-level dialogue developed between Japanese and Latin American officials	Recurrent	
	Carry over to 2012-2013: Yes	
Indictor(s) of achievement: Number of high level Japanese and Latin American officials	Performance	
	Target (as in revised budget)	**Actual**
Attract high-level participation from Japan	N/A	60
Attract Ministerial participation from Latin America	N/A	7
Accomplishment: Strengthened international programming of Hiroshima Office	Recurrent	
	Carry over to 2012-2013: Yes	
Indictor(s) of achievement: Increased number of international workshops	Performance	
	Target (as in revised budget)	**Actual**
Hold increased numbers of UNITAR Training Programmes outside of Japan	N/A	3
Accomplishment: Increased exposure of UNITAR through Hiroshima Lectures.	Recurrent	
	Carry over to 2012-2013: Yes	
Indictor(s) of achievement: Number of invitations accepted	Performance	
	Target (as in revised budget)	**Actual**
	N/A	7

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4. Outputs		Performance		
		Achieved	Target	Actual
🟢	Increased focus of activities on international peace and security, expanding Hiroshima's existing portfolio	✓		
🟢	Increased general support services provided to and benefitted generated for HQ	✓		
🟢	Increased networking, representation and liaison tasks, leading to improved recognition of UNITAR.	✓		
Assessment:				
5. Strategic Plan				
The Hiroshima Office worked toward the introduction of blended learning for the all programmers and has diversified the training delivered both in terms of location and numbers. In all activities an increased alignment with the reporting, monitoring and evaluation protocols emerging from Geneva were also implemented with standardized evaluations forms presented as part of each learning session. With regard to an increase of autonomy, not only have sources of funding been diversified as a whole but specifically self generated Income increased from increased from 0 in the 2008 – 2009 biennium to USD185,632 for 2010 – 2011.				
6. Performance Challenges and Lessons to be Learned				
Two main challenges presented themselves in the biennium, both in 2011. The first was the Great East Japan Earthquake and Tsunami event and the related nuclear crisis, which took place in early March. While the Hiroshima Office is some 1000 kms from the main area affected, there was a noted decrease in the numbers of international applicants for HO events. This was due not only to personal unwillingness to travel to Japan in the immediate aftermath of the disaster, but also of the inability of participants and faculty members to gain organizational authority to conduct travel to Japan until the end of 2011. The impact of this issue has lessened in the initial months of 2012. The second main challenge was related to the UNITAR Fellowship for Afghanistan Programme and the agreement reached with the Afghan Independent Administrative Reform and Civil Service Commission (IARCSC) in 2010. The MoU signed stated that the IARCSC would provide USD362,000 per year to conduct the Fellowship programme. This amount was earmarked from monies supplied to the IARCSC by USAID and indeed was delivered in full in 2010. 2011 however saw funding withdrawn by USAID and therefore the funds were not delivered from IARCSC to UNITAR. While the Fellowship programme was delivered in full, the final workshop planned in Hiroshima had to be implemented in Kabul. The prognosis for the 2012 Cycle is an increased number of Fellows paying their full participation fees to increase SGI and reduce dependence on donors. With regard to training of staff as outlined in accomplishment 5, difficulties arising from the participation of out posted office staff in training offered in Geneva served to limit the implementation of such. It is envisaged that discussions intended to be held with HQ in early 2012 will serve to develop a system whereby training may be delivered remotely or staff may travel to Geneva for such training following adequate notification and lead-in. HO staff members are performing duties for which they have not been trained.				

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NEW YORK OFFICE	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
Delegates continued to find UNITAR course very useful to their work, exemplified by the high number of diplomats continuing to register for the courses. Also, participants seem to highly value the learning and training opportunities, from the core diplomatic training, to migration policy, negotiation skill strengthening. Nearly all later evaluations show overwhelming support, finding the courses valuable and relevant to their work which they plan to integrate into their work. During the year 2011, organizations started referring to the New York Office as the new UNITAR office.	Programme budget	2,320,330
	Revised budget	1,598,061
	Balance at beginning of biennium	247,247
	Funds mobilized during biennium	697,492
	Expenditures	857,403
	Carry over 2012-13 (expected)	132,526

3. 1 Expected Accomplishments

🟢	(a) Strengthened capacities of diplomats to negotiate effectively in the United Nations working environment.	Project specific
		Carry over to 2012-2013: Yes

Indicators of achievement:	Performance	
	Target	Actual
(i) Increase in number of participants trained and certified	400 diplomats trained	388
(ii) Increase in number of training courses	12 courses and increase amount of advanced level courses	12 courses, including 6 advanced level courses
(iii) Evaluation surveys indicate a concrete impact in terms of a mind shift experienced by many participants towards a more constructive and problem solving win win negotiation culture.	No target	NM

Assessment: Participants provided positive feedback, negotiation series provided a knowledge enhancing opportunity, strengthening their skills for future international conferences. 96% of beneficiaries consider the content "relevant" or "extremely relevant" for their professional duties; 97% stated that they "strongly agree" and "agree" on the intent to use the knowledge acquired. The Negotiation Series achieved its goal of strengthening the capacities of diplomats to negotiate effectively. It is a popular series among New York-based diplomats, even though they have a difficult time setting aside 2 days to fully take advantage of the training. The workshop on Women in Diplomacy proved to be particularly popular among women diplomats. Most participants commended UNITAR on the quality of its trainers.

🟢	(b) Advanced policy thinking and support of dialogue on migration related topics among New York's diplomatic community.	Project specific
		Carry over to 2012-2013: Yes

Indicators of achievement:	Performance	
	Target	Actual
(i) Increase in number of participants trained and certified	800 diplomats trained on migration issues 75 diplomats certified in IML course	840 diplomats trained on migration 110 diplomats certified in IML course

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(ii) Increase in number of seminars		12 training activities	15 training activities
(iii) Leadership role in key policymaking		Renewal of partnership with MacArthur Foundation, established dedicated migration programme in Geneva and launch of field activities, and expansion of NY activities at other NY locations	Renewal of partnership with MacArthur Foundation.
(iv) Evaluation survey indicate high level of satisfaction		No target	82% of beneficiaries consider the content "relevant" or "extremely relevant" for their professional duties; 87% stated that they "strongly agree" and "agree" on the intent to use the knowledge acquired; production of substantive body of knowledge which is referenced by intergovernmental processes and other *fora* (e.g. Global Forum on Migration and Development).

Assessment: The migration area tried to incorporate new approaches/themes for future funding. While it is successful, there is competition from other UN agencies.

The migration area tried to incorporate new approaches/themes for future funding. While it is successful, there is competition from other UN agencies.

While UNITAR is not a UN agency specializing in migration issues, it has nevertheless become the go-to agency in New York for training on migration. All events have been well attended and support by the funder, the MacArthur Foundation, has been constant and steadfast. In 2011, the migration programme innovated by producing knowledge tools in the field of migration.

●	(c) Enhanced knowledge of UN system (though courses on the functioning of the UN, major UN topics such as UN Reform, and "niche subjects" such as UN election systems, UN resolution drafting, reporting mechanisms and requirements, etc.)	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target	**Actual**
(i) Number of participants trained	1,200 participants trained	1,437
(ii) Number of training courses	18 courses	29 courses
(iii) Consistent positive feedback in post-course evaluations	No target	92% of beneficiaries consider the content "relevant" or "extremely relevant" for their professional duties; 95.5 % stated that they "strongly agree" and "agree" on the intent to use the knowledge acquired.

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Assessment: The UN reform series, plus new seminar on UN operational architecture enhance UNITAR 's image as a medium for knowledge and understanding of the UN system. For 2011, NYO incorporated the theme of change management and proposed à la carte training on statement and report writing to a Permanent Mission.

The collaboration with the Permanent Mission of Switzerland on these two issues proved to be particularly successful and clearly show that Missions who want to increase awareness on certain issues do not hesitate to turn to UNITAR to train delegates on these emerging issues. The quality and innovative character of the training provided by UNITAR is thus widely recognized.

The UN reform series gathered an efficient mix of speakers from academia, the UN and the diplomatic community, thus providing a unique insight on these issues. Participants were particularly satisfied by this innovative approach. The effectiveness in the development of the training and the high attendance of delegates convinced the Swiss Mission to provide funding for a related project on UN reform for UN development activities.

●	(d) Delegates exposed to a programme of academic excellence in order to deepen and refresh their knowledge in fields of international law and related fields, including international relations by ensuring access to certification in advanced legal studies at top law universities in the US, through law fellowship programme, free-of-charge.	Recurrent **Carry over to 2012-2013:** No	
Indicators of achievement:		**Performance**	
		Target	**Actual**
(i) Number of participants certified		30	29
(ii) Number of fellowships awarded		30	29
(iii) Consistent positive feedback in post-fellowship evaluations		No target	90% of beneficiaries found the programme useful for their current and future professional tasks and/or responsibilities.

Assessment: The partnership with Columbia and NYU remains strong and every year, numerous delegates apply to take advantage of this unique opportunity. All participants are usually extremely satisfied with the courses offered. However, this programme does not generate income and NYO will focus on income generating activities.

●	(e) Knowledge and understanding of international legal underpinnings and legal dimensions relating to working within the UN system enhanced	**Recurrent** **Carry over to 2012-2013: Yes**	
Indicators of achievement:		**Performance**	
		Target	**2010-2011**
(i) Number of participants trained		350 diplomats trained and certified	357
(ii) Number of training courses		10 courses	11 courses
(iii) Consistent positive feedback in post-course evaluations		No target	89% of beneficiaries consider the content "relevant" or "extremely

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		relevant" for their professional duties; 93.5% stated that they "strongly agree" and "agree" on the intent to use the knowledge acquired.

Assessment: Although we had positive feedback, NYO will reinvigorate these trainings by asking more university professors to provide the training in order to make the course offerings more lucrative.

⬤ (f) Successful representation of the Institute through liaison function	Recurrent
	Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target	**Actual**
(i) Authorship of all comprehensive reports on behalf of the Executive Director and of the Secretary-General as pertain to the Institute's contributions to the UN system, its evolution and future prospects; and first authorship of all resolutions pertaining to the Institute since 2006.	Maintain excellent support services for Headquarters as required	NM
(ii) Successful management of relations with UNHQ counterparts in the implementation of the Institute's reform (including relating to statutory issues, budgetary issues, programmatic issues, staffing issues, inter-agency partnerships, coordination issues, etc).		
(iii) Managing campaign to sensitize the UN and its membership to valued service offered by UNITAR through its diplomatic training curriculum, and represented the Institute in negotiations with the financial committee on this matter.		
(iv) Nurturing relationships with Ambassadors to over 50 countries at the UN (directly) and many more indirectly, through a combination of individual service/training provision requests; calls for support to UNITAR; requests for individual expertise, etc.		
(v) Actively support Geneva-based staff and related programmes through the implementation of projects in NY; representational role in meetings and with donors; represented the PTP and UNSSC in seminar, liaise and obtain client for UNSSC ; liaise and inform HQ on other UN units growing role in training and integrated Unitar as a result. Host informational briefings with the NY community at which UNITAR's broader curriculum has been showcased.		

Assessment: NYO sought to gain total support for initial draft of resolution, including "friends of UNITAR" an endowment fund. The resolution was approved unanimously, but only with reference to the SG report, and no endowment fund or friends of UNITAR. NYO also sought to assist in getting MoU signed with PTP. The Office developed better relations with the Fifth Committee. It also carried out workshops on behalf of Permanent Missions.
The liaison function not only elevates UNITAR profile, it provides opportunity to remind missions of our capabilities and resourcefulness. The development of relations also serves to provide good relations for workshops, in requesting support from the missions' participation. Further, it can lead to new projects. For example, with DPKO, especially facilitating the membership on the SSR task force can lead to funding for programmes and or projects (In 2012, NYO received a project related to its participation on the task

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force).

⚪	(g) Incorporation of reforms to funding structure	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target	**Actual**
(i) Alternate funding schemes identified and implemented (e.g. charging developed countries; establishing multi-donor fund, etc).	Half of required budget secured through alternate funding source (approx. $500,000/annum)	There was no response for $1,500.00. UNITAR started to charge $400.00 for courses and this has achieved some success.
(ii) Secure baseline funding through special purpose grants		As of this date none achieved.

Assessment: Two grant proposals submitted in first part of 2012. The response from one should be known by mid or end of April 2012, but the grantee has expressed positive feedback. A second proposal in first quarter was submitted for a new programme area.

🔴	(h) Strengthened in-house training expertise and substantive knowledge	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target	**Actual**
(i) Number of training courses	1 training course per staff member to foster learning and self-development, with specific purpose of ensuring greater number of trainers (in-house expertise)	0 (Postponed until 2012)
(ii) Percentage of increase in UNITAR trainers	One third increase in UNITAR trainers taking the lead in courses	Postponed

Assessment: New courses in democracy, international security, courses related to Rio+20, green economy and sustainable development, international law, preventive diplomacy and mediation, UN reform, Un operations. Increased expertise in developing trainings and courses but still very few UNITAR trainers taking the lead in courses.

3.2 Unexpected Accomplishments (not in approved revision of the programme budget)

There were no unintended accomplishments for the biennium.	**Recurrent or project specific : N/A**
	Carry over to 2012-2013: N/A

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		Performance	
		Target	Actual
		N/A	N/A

Assessment: N/A

4. Outputs		Performance	
		Target	Actual
🟢	(a) Delivery of up to 30 courses to UN community benefiting over 1,500 diplomats annually)	30 courses, 1,500 diplomats	39 courses; 1,525 diplomats
🟢	(b) Successful implementation of liaison function as required		See assessment
🔴	(c) Support and delivery of on-line offerings for diplomacy training	1	Target reported to 2012
🟡	(d) Introduction of new funding structure and creative packaging (to supplement current sources)		

Assessment: The NYO successfully carries out its liaison function, it has in fact, added a dimension to this function in terms of support for UNSCC.
The office is in the process of developing one on-line course, and hiring interns to develop more programmes.
The Office implemented a payment structure for the delegates who proved reluctant to pay for what used to be free. As a consequence, the Office is introducing new funding sources; with a perspective to support Member States acquire their objectives within the UN system.

5. Strategic Plan

The strategic plan for 2010-2011 had to be modified to reflect current economic realities especially vis-à-vis the missions. Some aspects of the plan include new programmes, aligned with the current work of the UN secretariat and the GA, as well as current geo-strategic changes. New course offerings to elevate our profile as a center of innovation, training and knowledge.

6. Performance Challenges and Lessons to be learned

Challenges: The lack of funding and previous long-term mission impeded recruitment, which, in turn, made it difficult to develop new proposals and supplement current programmes. The office will enhance its work with additional interns who will work from their respective graduate programmes.

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RESEARCH DEPARTMENT

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Knowledge Systems Innovation Unit	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
The KSI Unit has fully achieved two of the 3 performance indicators and was slightly below one as it was outside its area of responsibility (submission of courses for EBCheck certification). All expected outputs were accomplished. A number of unplanned activities were implemented by the unit, accounting for three additional outcomes in the biennium. In particular, the unit has successfully launched two activities in the knowledge systems field – a course on social media tools and a new programme on innovative sustainable leadership for youth. A major effort was directed to improving communication of activities/services and the overall result was the complete revamping of the website with 18 new pages created; 7 videos and 2 slide shows uploaded, 3 brochures/flyers available for download and 1 interactive page featuring external resources on methodologies and tools created. All videos were uploaded on UNITAR YouTube Channel. Of the total number of views on the channel, 24% correspond to videos uploaded by KSI. The top video in number of views (1,188 by March/12) is the KSI promotional video.	**2.1 Programme budget**	508,900
	2.2 Revised budget	495,400
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures	N/A
	2.6 Carry over 2012-13	N/A

3. 1 Expected Accomplishments

🟢 (a) UNITAR Integrated virtual learning environment is launched and operational	Recurrent
	Carry over to 2012-2013: N/A

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Units/Programmes implementing online activities have their personalized learning area within the platform developed	All UNITAR technology-enhanced learning activities run on the integrated virtual learning environment. Over 150 e-learning courses conducted in the new platform (2010) with 50% increase in 2011	Integrated VLE launched www.learnatunitar.org. A total of 221 e-Learning courses implemented by divisional entities were conducted on the new VLE. There was an increase of 76% in 2011 over 2010 in the number of e-Learning courses delivered.
(ii) Designated focal points for e-learning within units/programmes are able to independently manage the programme/unit's personalized learning area, including creating courses and managing users.		

Assessment: The overall performance surpassed; slight difference in the first year of the biennium, when number of courses was 20% below target. UNITAR new VLE is up and running with the capacity to deliver a variety of activities, applying constructivist learning approaches. An important aspect to highlight is that over 60 e-Learning courses have been migrated to the new platform efficiently and smoothly. The whole process was carried out in a very short time-frame, without special financial investments, with no interruption of services, and taking into account needs and expectations of the various divisional entities. KSI provided extensive support to programmes during the migration of contents to the new VLE. A number of sessions were organized to train e-Learning focal points in utilizing the new VLE; training and coaching sessions were also organized for consultants, interns and trainees supporting programmes in the implementation of online courses. For one programme alone 9 sessions were organized. The unit has also facilitated the coming of an external expert from the University of Zurich, who delivered a 1-day workshop on more advanced aspects related to the implementation and delivery of e-Learning courses on Moodle. All divisional entities implementing e-Learning courses have access to personalized and customized working environments. Each programme has a dedicated space within the platform, allowing for complete independence during the development and management of their activities. KSI has also constantly consulted e-Learning focal points during the first year of implementation of the new VLE with the objective of identifying other specific needs which would require further development of the

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platform. At the end of the first year of implementation of the new virtual learning environment, beneficiaries' satisfaction with the new environment was close to 90%. In 2011, a number of developments were incorporated to respond to some requests received, which included a number of improvements for local administrators and beneficiaries. The day-to-day help-desk service provided by KSI and customized coaching sessions to solve peculiar situations are highly demanded by divisional entities. Additionally, the unit has also supported programmes which were new to e-Learning activities and started developing courses in 2011 by training e-Learning focal points and temporary consultants.

🟢 (b) UNITAR website on terminology, training methods and tools launched and operational for inter-agency collaboration	Recurrent
	Carry over to 2012-2013: N/A

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Website officially launched for UNITAR and made publicly available within UN networks such as Geneva Learning Network and UNeLearn Group.	Website featuring 350 entry pages; 60 toolkits of training methods and tools (December 2010) and another 40 by December 2011.	Click4it (www.click4it.org), was launched and is available to the public at large. By the end of the biennium, the site featured over 500 entry pages and 80 toolkits of training methods and tools (80% of the target).

Assessment: Overall target achieved. The number of new entries (new pages) exceeded the target by 43% while the number of new toolkits was 20% below target. The Click4it – UNITAR Learning and Training wiki was the Institute's ever web 2.0 resource. The launching of the site involved a long process and substantive efforts to secure the quality of the contents and the adequacy of the infrastructure. The public launching required the migration to an external server, demanding intense supervision associated with quality control for bug fixing and interface adjustment. The wiki's look and feel was completely designed in house; a guided video tour was also developed in house to present the wiki's contents and features to users. The KSI unit has also uploaded the contents on the Monitoring % Evaluation section. The M&E section concluded the research on a number of terms but lacked human resources capacity to upload the contents on the wiki. On a collaborative effort with the M&E section over 100 terms were uploaded and selected toolkits developed to assure that the wiki would display sufficient content on this topic.

🟢 (c) International quality standards criteria, including quality criteria for technology-enhanced learning, analyzed to enable the setting up of quality assurance mechanisms at UNITAR.	Non-Recurrent
	Carry over to 2012-2013: N/A

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Open ECBCheck Quality Criteria analyzed and presented to UNITAR Staff for sensitization (ii) Compiled report on quality standards criteria finalized	Open ECBCheck Criteria adopted for technology-enhanced learning, 6 courses presented for certification; 1 compiled report analyzing quality standards criteria presented	ECBCheck quality criteria recommended by the Quality Assurance Committee (QAC) as quality indicator for e-Learning courses. Two courses self-assessed, submitted for peer-review, and certified by ECBCheck. Stocktaking exercise on accreditation and certification concluded and results presented to QAC.

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Assessment: The report on quality standards was concluded and presented to the QAC, but targets on the certification of courses where not achieved. Two courses were certified instead of 6 as divisional entities implementing e-Learning courses did not propose further courses for certification. In house capacity on ECBCheck has been developed, but programmes did not reach the phase to finalize completely the required self-assessment process for the annual certification process. As per UNITAR's Strategic Plan, KSI organized one information session to present the Open ECBCheck standards and disseminate documentation explaining the criteria and indicators. The level of awareness within the Institute as regards quality standards has been raised and all divisional entities implementing e-Learning courses are now familiar with the ECBCheck framework and the certification process. Some programmes have initiated their first self-assessment – the self-assessment is the first step in the certification process – and were supported by KSI through one-one coaching sessions. KSI has worked individually with programmes, supporting the self-assessment exercise and also providing feedback and comments in the report produced with the objective of clarifying the areas where adaptations would be required to assure ECBCheck alignment.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		

Accomplishment: Training offers diversified with the inclusion of emerging new topics		Recurrent
		Carry over to 2012-2013: N/A
Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
Pilot programme on green entrepreneurship and sustainable leadership for youth and young professions launched in partnership with OpenLab	N/A	1 pilot programme organized, benefiting 68 participants
Course on social media tools for development launched in partnership with FAO	N/A	Course launched; 4 sessions conducted, benefiting 122 participants.

Assessment: KSI has concluded partnerships with OpenLab and the UN Food and Agricultural Organization (FAO), which enabled the Institute to diversify its training offers to new emerging topics such as social media and web 2.0 for development and youth entrepreneurship and leadership training. On youth training a pilot session of the Open Dojô Programme was organized in Brazil. This The OpenDojô works with innovative methodologies, based on practices and experiences, to develop youth capacity on green entrepreneurship and sustainable leadership. The development of eco-prototypes is an important element of the OpenDojô programme and one that has most attracted participants' attention. The programme is divided in two phases (presencial) separated by a practice interval where participants develop their projects and are coached virtually. The partnership with OpenLab has provided a unique opportunity for UNITAR to offer capacity development activities to youth and young professionals, a target audience that had not been reached before.   UNITAR and FAO have signed a cooperation agreement to jointly deliver a series of online courses on knowledge management and web 2.0 technologies for development. A pilot session of the first course on social media tools for development was implemented in 2010, producing excellent results as noted in the implementation report. The course has been conducted again in 2011, when three sessions were delivered.

Accomplishment: Knowledge, information, guidance and coaching provided, enabling quality enhancement of the Institute's activities		Recurrent
		Carry over to 2012-2013: N/A
Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
Analysis for the calculation of learning hours and recommendation for equivalence of UNITAR credit scheme concluded	N/A	Recommendation presented to QAC on the analysis of learning hours
In-house capacity on instructional design developed	N/A	3 sessions conducted to build ID capacity
Informal knowledge sharing events organized	N/A	2 sessions organized

Assessment: A partnership was established with University Fernando Pessoa (UFP), based in Portugal, with the objective of facilitating the validation of courses delivered by UNITAR through the

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European Credit Transfer System (ECTS). KSI has worked with UFP to conduct an analytical exercise to estimate the number of learning hours of courses in the area of international law, local development, multilateral diplomacy and public finance and trade. The outcome of the exercise produced a recommendation for the Quality Assurance Committee, suggesting that courses indicate systematically the number of learning hours (syllabus) and that UNITAR adopts an internal credit system that would be similar to the ECTS: 1 UNITAR credit equivalent to 25 learning hours.

On the development of in-house capacity on instructional design, a number of coaching sessions were provided to programmes implementing e-Learning courses, in particular to introduce a basic structure to work with the ADDIE model of instructional design. Additionally, KSI has supported the Human Resources Section in the organization of an external training session and organized an expert talk on instructional design, with a senior officer from UNHCR to give a talk on adult learning principles and e-Learning design. Informal Knowledge sharing sessions were organized on two topics: instructional design, sharing the practical experience with the implementation of the social media for development course, and on copyright issues related to e-Learning courses.

| Accomplishment: Improved communication of activities and services | Recurrent |
| | Carry over to 2012-2013: N/A |

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
Website: corporate pages on e-Learning redesigned and information video produced	N/A	6 new pages; 1 promo video uploaded
Corporate brochure presenting UNITAR e-Learning activities produced and disseminated	N/A	Brochure produced and disseminated
KSI's website revamped with new pages created, promotional videos uploaded, and information material available for download.	N/A	18 new pages created; 7 videos and 2 slide shows uploaded; 3 brochures available for download; 1 interactive page on external resources available.

Assessment: A new section presenting e-Learning at UNITAR , introducing key corporate aspects on technology-enhanced learning has been created and is now available through KSI's website. The unit has liaised with the various programmes producing e-Learning courses and developed a promotional video presenting the major thematic areas where e-Learning courses are offered. A corporate brochure on e-Learning has also been designed and produced in-house by KSI unit. Funds could also be secured and the brochure was printed out and distributed to the various programmes.

The KSI website was completely revamped; an informative institutional video presenting KSI's activities was produced and a number of new pages created: quality standards, partnerships, web resources, social media course, Open Dojô Programme, and Click4it wiki. All pages include media rich materials: slide shows; videos, photo-story, etc.

4. Outputs		Performance		
		Achieved	Target	Actual
🟢	(a) Complete online infra-structure for the virtual learning environment, including customization and look & feel for the various units/programmes	✓	Technology-enhanced learning activities run on the integrated VLE. Over 100 e-learning courses conducted in the new platform (2010) with 50% increase in 2011	Integrated VLE launched www.learnatunitar.org. A total of 221 e-Learning courses implemented by divisional entities were conducted on the new VLE. There was an increase of 76% in 2011 over 2010 in the number of e-Learning courses delivered.
🟢	(b) Website Training Terminology, Methods & Tools developed on web 2.0 technology and	✓	Website featuring 350	Click4it (www.click4it.org), was

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				entry pages; 60 toolkits of training methods and tools (December 2010) and another 40 by December 2011.	launched and is available to the public at large. By the end of the biennium, the site featured over 500 entry pages and 80 toolkits of training methods and tools (80% of the target).
🟢		(c) Compiled integrated report on quality standards criteria issued and submitted to Internal Quality Control Committee (Quality Assurance Committee)	✓	1 compiled report analyzing quality standards criteria presented	Stocktaking exercise on accreditation and certification concluded and results presented to QAC.

Assessment: All expected outputs achieved with some exceeding the target such as the website on training methods and tools and the number of courses conducted through the new virtual learning environment.

5. Strategic Plan

KSI concluded partnerships with 3 institutions (FAO, University Fernando Pessoa, and OpenLab), identifying key institutions with expertise in subject areas and expanding the network of partners. These partnerships have created the possibility of launching two new activities in relevant topics not addressed by the Institute: youth training and social media tools for development. The unit has also substantially contributed to the work of the Quality Assurance Committee, compiled a report on accreditation and certification standards, introduced specific quality framework for e-Learning courses, including developing in-house experience with this particular certification process, and supported the development of in-house instructional design skills as indicated in strategic priority II – Enhancing the Quality and diversity of Products and Services.

6. Performance Challenges and Lessons to be Learned

There are indicators that are not 100% responsibility of the unit as they depend on work performed by various divisional entities. As these entities did not achieve indicated targets (e.g. number of courses submitted for ECBCheck certification) the performance of the unit became compromised. Thus, indicators should consider targets which fall within the responsibility of the unit to avoid underperformance in areas where it cannot actually control. It was noted that in the previous biennium budget in certain aspects there was no clear distinction between outputs and outcomes. This has been taken into account during the preparation of the new budget for the biennium 2012-2013. Overall, the unit has a significant number of expected deliverables but is still lacking proper human resources capacity, which continues to require double managerial effort to achieve performance targets as the unit continues to rely heavily on the work of gratis personnel (trainees and collaborators). In particular, the research that needs to be conducted to develop content for the Click4it wiki and to support programmes on aspects related to quality standards (ECBCheck self-assessment, for example). The frequent turnover of gratis personnel continues to be a challenge. The need for continuous investment to identify and train gratis personnel compromises the time available to carry on more advanced research on training trends and innovative approaches for learning. Nevertheless, the work performed by gratis personnel is essential for the unit to be able to deliver on its expected outputs.

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MONITORING AND EVALUATION SECTION	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The section achieved its intended results for the most part. Two intended results were achieved, while one was partially achieved and one was assessed as not being measurable (two performance measures were overtaken by events). Overall, individual and institutional capacities for monitoring and evaluation have increased, and corporate record-keeping and reporting capacities have been enhanced. The section has also enhanced the monitoring of the strategic plan with status updates and reports to the Board of Trustees at regular intervals. The section did not make progress on knowledge sharing, however, and this element will be emphasized during the 2012-2013 cycle. One unintended outcome (initiation of independent M&E function) was achieved. Six of eight outputs were fully achieved, while 2 were partially achieved. The most noteworthy output was the finalization of the M&E Policy Framework which is scheduled to take effect in April 2012. The section's results were closely aligned with priority area III of the 2010-2012 Strategic Plan. Two performance challenges relate to the small size of the section, limited access to activity funds, and formulation of some results and performance measures.	**2.1 Programme budget**	$555,000
	2.2 Revised budget	$555,000
	2.3 Balance at beginning of biennium	N/A
	2.4 Funds mobilized during biennium	N/A
	2.5 Expenditures (expected)	N/A
	2.6 Carry over 2012-13 (expected)	N/A

3. 1 Expected Accomplishments

NM (a) Increased individual and institutional capacities on monitoring and evaluation	**Recurrent : Yes (to be reformulated)**
	Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Monitoring and evaluation methods, tools and approaches are applied in Institute operations and programming	Practice of integrating monitoring and evaluation into programme project proposals increases (i.e. all $50,000+ projects contain M&E specific activities in project documents)	**NM.** Target overtaken by events in relation to the finalization of the M&E Policy Framework.
	Practice of applying results-based framework in project proposals increases (i.e. all 50,000+ projects include expected outcomes and indicators of achievement, together with clear description of outputs, activities and inputs)	**NM**. Target overtaken by events in relation to the finalization of the M&E Policy Framework.
	50 UNITAR staff and collaborators trained on M&E	Partially met. 11 staff trained on measuring and evaluating learning outcomes.
(ii) Knowledge sharing takes place whereby evaluation results lead to enhanced future	4 case studies/best practices circulated,	0

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programming	illustrating improved programming based on evaluation feedback results (with clear illustrations of attribution and contribution of programme to expected objectives	

Assessment: Overall it is difficult to assess the achievement of this expected outcome. Two targets (practice M&E into project proposals, and practice applying RBM in project proposals) are difficult to measure and largely surpassed by the finalization of the new Monitoring and Evaluation Policy Framework. A number of new monitoring and evaluation tools have been developed and circulated, and are being applied by an increasing number of staff in project management with encouraging results. This includes new approaches to tracking progress towards results, and efforts to ensure proper formulation of results and specification of indicators and performance measures in results-based budgets and work planning. The new M&E Policy Framework takes account of the RBB performance targets, however. The finalization of the framework took more time than expected, due to the need to consult thoroughly with managers (the draft framework was considered twice at management meetings, and numerous individual and group meetings were held). The number of staff trained on M&E is less than targeted, resulting largely from budget constraints and funding availability in the training budget, and the longer than anticipated time to finalize the new framework. Case study performance measure was not met due to limited capacities, both financial and human, of the section. Knowledge-sharing will be emphasized in the 2012-2013 cycle.

🟡 (b) Increased 'corporate-level' statistic record-keeping and reporting capacities of the Institute	**Recurrent**
	Carry over to 2012-2013: Yes

Indicators of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Evaluation practices harmonized and outcome-level evaluations performed and information circulated to donors and other key stakeholders	Harmonized evaluation templates used for all operations/programming targeting beneficiaries; Kirkpatrick level 1 evaluation applied to all projects/activities	Note: Mostly achieved, but difficult to measure accurately.
	Kirkpatrick level 2 evaluation or equivalent approach performed for all skills and knowledge transfer training projects/activities	Note: Partially achieved, but difficult to measure accurately. Results from KPI reporting indicate that many skills development and knowledge transfer are not including an evaluation of learning
	Kirkpatrick level 3 evaluation or equivalent approach performed for all medium sized projects ($100,000+) at the country level	Note: Partially achieved
(ii)Donors and other partners have knowledge and awareness of key UNITAR programming outcomes	Evaluation results compiled annually and circulated to donors and other partners	Not achieved.

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Assessment:		
Corporate level statistic record keeping and reporting capacities of the Institute have undeniably increased during the biennium, although the indicators of achievement and performance measures have not been fully met when comparing actual and targeted measures. Harmonized evaluation templates for Kirkpatrick level 1 evaluation are used widely as of 2010 and increasingly used in 2011, with results on key performance indicators complied and announced and made transparent (newness of information, job relevance and intent to use). In 2010, only five programmes and offices reported data from these variables, however. In 2011, seven **(tbc)** entities reported data. The same observation applies for Kirkpatrick level 2 evaluation of learning. The section has not been able to compile and circulate results annually to partners and donors, although individual programmes do report results to partners and donors, in line with existing practices. As of 2012, it is expected that the number of Kirkpatrick/Phillips level 2 and 3 evaluations will increase with the recent training on learning outcomes (September 2011) and the implementation of the new M&E Policy Framework.		

⬤ (c) Strengthened image in management efficiency and effectiveness	Non recurrent
	Carry over to 2012-2013: No

Indicators of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Positive follow-up to past audit recommendations, recognizing progress in fields of monitoring and evaluation	Relevant monitoring and evaluation policies, strategies and guidance documents in place;	Mostly achieved. See assessment comments
	Follow-up Board of Auditors report indicates that monitoring and evaluation recommendations (monitoring and result indicators) have been completely implemented	BOA 2011 report indicates that performance evaluation recommendation has been implemented.
(ii) Institutional relationships enhanced with UN and non-UN agencies in field of M&E	Coordinated follow-up with UNSSC and other research and training institutes, including UNEG and other monitoring and evaluation expertise within and outside the UN	Follow-up coordinated with UNSSC on report to SG on evaluation practices. Coordinated follow-up also with WBI capacity results and WBIEG.

Assessment: During the reporting period, the section has prepared and circulated a new M&E Policy Framework which was presented to the Board of Trustees at the 50th session and finalized at the end of the biennium. The framework will take effect as of the second quarter of 2012. Guidance documents have been prepared, revised and circulated on monitoring and evaluation, including levels of evaluation (reaction, learning), indicators, performance reporting and results-based budgeting. The 2011 report of the Board of Auditors concluded that an evaluation recommendation has been implemented. Independent commissioned report to the SG on evaluation practices of the United Nations research and training institutes has also taken note of UNITAR evaluation practices, as did the 2011 Report of the Secretary-General to ECOSOC.

⬤ (d) Enhanced monitoring of Institute's strategic planning process	Recurrent
	Carry over to 2012-2013: Yes

Indicator of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Regular tracking/review and analysis of accomplishments	Data compiled and reviewed quarterly	Partially achieved. See assessment

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		on 4 strategic priority areas	comments.
		8 meetings with strategic plan monitoring cluster	NM. See assessment comment.
		Performance review prepared and presented to Board of Trustees on annual basis	Achieved. See assessment comments.

Assessment: The Strategic Plan is regularly monitored by the M&E Section, in conjunction with managers and staff with focal point responsibilities under the 4 strategic priority areas. The strategic plan monitoring cluster was surpassed with the establishment of the Monitoring and Evaluation Section, which reports to the Executive Director. Status updates on the plan's implementation, in addition regular updates on a set of key performance indicators (KPIs), have been presented to the Board of Trustees at its 49th, 50th and 51st sessions. The results of the status updates are recorded on UNITAR/global and discussed regularly at quarterly management meetings.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)

Accomplishment: Independent project monitoring and evaluation function initiated	**Recurrent or non recurrent:** N/A
	Carry over to 2012-2013: Yes

Indictor(s) of achievement: Number of independent monitoring and evaluations conducted or managed	**Performance**	
	Target: NA	**Actual:** 1

Assessment: In addition to providing guidance for self-evaluations, the section initiated independent monitoring and evaluation exercises, with one interim M&E exercise and report for a project executed by the Chemicals and Waste Management (CWM) Programme. A final M&E exercise was also initiated during the period, producing findings, conclusions, recommendations and lessons learned. This function will be strengthened during the 2012-2013 biennium.

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
🟢	(a) Various reports, including a report on a stocktaking exercise conducted in-house on current methods, tools and approaches of programme evaluation, and reviews of practices of selected agencies within and outside the United Nations system; end-of-the-year reports summarizing corporate level achievements	✓		
🟡	(b) Harmonized evaluation templates developed and used	**Partially achieved**		
🟡	(c) A monitoring and evaluation system, designed, tested and implemented	✓		
🟢	(d) Recommendations issued to senior management	✓		
🟢	(e) Annual evaluation plans developed	✓		
🟡	(f) Guidance/discussion document(s) will be produced and updated regularly on evaluation methods and tools, with examples of application to the UNITAR context, including case studies on experiences/best	**Partially achieved**		

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		practices evaluating outcomes of selected training projects and programmes			
🟢	(g)	Training workshop on monitoring and evaluation methods, tools, organized with HRM and KSI	✓		
🟢	(h)	Annual performance review on implementation of the 2010-2012 Strategic Plan.	✓		

Assessment: Outputs are expected to have been achieved by the end of the reporting period with the exception of case studies on experiences/best practices of evaluating outcomes of selected training projects and programmes. The most significant output produced is the design of a new monitoring and evaluation policy framework (system) which required considerable research, in addition to consultation with staff and managers within UNITAR and experts outside of UNITAR. The policy framework, once it takes effect (scheduled for April 2012) is expected to provide clarity and direction on monitoring and evaluations requirements. Harmonized evaluation templates have contributed to standardizing key performance data. As of January 2012, an annual evaluation plan (already structured) will enable the Institute to keep track of the number and types as well as results of evaluations, with a view to increase capacity in the field of knowledge management and lessons learned. Recommendations issued to senior management included, most importantly, the need to further strengthen the Institute's managing for results capacities, tightening the formulation of outcomes and better specifying indicators. The Section also closely monitored key performance indicators, which enabled the Institute to summarize and present corporate achievements to the Board of Trustees. Unachieved outputs (case studies on experiences/best practices on evaluating outcomes) while identified have not yet been produced and circulated, largely due to limited human and financial resources.

5. Strategic Plan

The section's work planning has been largely guided by the strategic plan's priority area III on strengthening resource efficiency, effectiveness and accountability in delivering results. The section has exerted much effort in strengthening harmonized work planning across the Institute and in developing results-based templates, guidance documents and other tools. As mentioned under section 4, above, the development of a new Monitoring and Evaluation policy Framework is perhaps the single most important strategic result achieved during the biennium, as it identifies a set of principles and minimum requirements that will guide monitoring and evaluation exercises and reporting of Q2 of 2012. With regard to beneficiaries (and events), more detailed and accurate reporting is now performed and analyzed, and the level of detail will further increase in 2012 with all full and shared categories of beneficiaries reported through the Events Management System. The section was largely responsible for the design and organization of new rounds of RBM-related training, with a workshop on measuring and evaluating learning outcomes having been delivered in September 2011. The workshop received encouraging feedback in terms of net learning gain and overall participant reaction on the key feedback parameters, including newness of information, job relevance, intent to use and overall usefulness. Harmonized evaluation templates which programmes administer to obtain beneficiary feedback enable the Institute to record key performance data on the overall value of its services, such as newness of information, intent to use and job relevance.

6. Performance Challenges and Lessons to be Learned

The small size of the section (one regular staff and occasional interns) and the limited access to activity funds are the section's two most significant performance challenges. These resource constraints were compounded during the first half of 2010 when the section's manager was appointed as Secretary of the Institute's Board of Trustees, an assignment which consumes a large amount of time. Other performance challenges relate to mobilizing programmes and other entities for timely and accurate reporting, as well as ensuring that the expected accomplishments and performance measures, while maintaining a certain level of ambition, are formulated in such a way that results can be more closely attributed to the section's work. Several lessons to be learned can be drawn from these challenges. First, time management is critical for the effective functioning of the section, particularly given its resource constraints. As such the section needs to engage staff on a more regular basis to contribute to the monitoring of the implementation of the strategic plan. Second, there is a need to re-think the formulation of the section's outcomes and performance measures so that results can be more closely associated with the section's

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activities (and less dependent on other division managers who do not report to the section).

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UNITAR OPERATIONAL SATELLITE APPLICATIONS PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The programme performed according to plans in both reaching the biennium budget and attaining its strategic goals of developing a human rights service and a new training offer during the biennium. One important lesson pertains to the role of expert contractors in the production of geospatial information. These valuable resources need to continue to be recruited as individual contractors and flexibility is necessary on the part of HR to maintain these experts in the Programme for at least 2 years each. The experience of the biennium also showed that the UNOSAT organigram should be streamlined by eliminating one of the two P4 positions and using at least one Senior Advisor for strategic development in the area of country projects and integrated solutions.	**2.1 Programme budget**	5,742,368
	2.2 Revised budget	3,993,743
	2.3 Balance at beginning of biennium	1,040,276
	2.4 Funds mobilized during biennium	4,769,827
	2.5 Expenditures	4,600,456
	2.6 Carry over 2012-13	1,266,664

3. 1 Expected Accomplishments

🟢	(a) High resolution and all-weather satellite imagery, are available on a standard basis for all humanitarian emergencies and recovery operations coordinated by the UN for both decision making and operational coordination in the field	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Percentage of UN emergency response operations supported with integrated mapping and satellite derived analysis packages	UNOSAT continues to cover 100% of humanitarian operations; recognition of UNOSAT as the UN main centre of excellence for satellite applications	On target: all requests received from humanitarian entities during biennium were acted upon; multiple feedback from senior staff and field workers confirmed perception of UNOSAT as main UN satellite analysis centre
(ii) Senior humanitarian decision makers are regularly provided with satellite derived analyses		

Assessment: UNOSAT humanitarian rapid mapping service continues to be extremely successful and the flagship activity of the Programme. Donor support continues to be predictable and stable but it does not increase following the substantial increase in requests of support received by UNOSAT. Alternative measures put in place by UNOSAT to obtain more imagery with less resources have partly compensated the lack of additional funding but this does not solve the need to cover increasing staff and contractor costs.

🟢	(b) Applied research and direct technical support in the area of satellite applications are developed further to cover additional areas of interest, based on the work done in previous biennium. In parallel, UNOSAT remains engaged in research and consulting within EU funded GMES and EU sponsored tendered projects.	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Human Rights community can access UNOSAT analysis services upon request	UNOSAT is key partner in partner in at least 2 new global initiatives relating to continental monitoring and global	Achieved
(ii) Piracy monitoring and related human security applications are consolidated and validated with users		Achieved

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(iii) Additional partnerships are concluded to create further synergy with space related entities and users	mapping databases; a Global Mapping Facility is realized in cooperation with space partners; HumaNav is successfully concluded as test case.	Achieved
(iv) Country projects are carried out in Nigeria and Indonesia		Partly Achieved (Nigeria only)
(v) Participation in at least two international project teams with funds coming from EU calls for tender		Achieved (REACH submission won in Aug 2011; and new tender submitted with Ansur in Aug 2011)
(vi) Test and review navigation and positioning service for humanitarian fleet (HumaNav initiative)		Achieved and exceeded planning with UNHCR order of HumaNav kits in 2011

Assessment: UNOSAT was successful in raising funds and developing its human security component. In less than one year UNOSAT was supporting various human rights investigations, the International Criminal Court and the Security Council's Panel on the Sudan. The funding provided by the initial project was doubled by UNOSAT during 2011 by accessing complementary funding from private foundations**.**

⬤ (c) Expanded training capacity in both face-to-face and distance learning environments		Recurrent
		Carry over to 2012-2013: No

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of UN and non UN experts are trained in satellite applications for emergency response and territorial planning	50% increase in number of direct beneficiaries of training;;	Target met
(ii) Tool-kits and guidelines and other original training material are developed for integration in relevant UNITAR training programmes	a collaborative one-UN training platform is designed and tested	Partly met: training materials were developed for all UNOSAT courses but the one-UN platform was not elaborated
(iii) UNOSAT e-learning modules are available on the web	UNOSAT training modules are available on-line	Not met: strategy has changed and on-line modules will be reduced to cover only basic training. this will occur between 2011 and 2012

Assessment: Training by UNOSAT has grown substantially during the biennium. Further studies demonstrated that distance learning in GIS is not recommended. Donor support for training consolidation has not materialized in 2011 but it is part of strategic plans for the biennium 2012-2013

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
There were no unintended accomplishments for the biennium.		
		Carry over to 2012-2013: Yes
Indicator of achievement: N/A	**Target**	**Actual**

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		Achieved	Target	Actual
		N/A	N/A	
4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
🟢	(a) A core IT platform, technical assistance and training package relating to cutting edge satellite technologies, applications and delivery systems for humanitarian relief, peace and security, and development projects, supported by a coherent research programme (to be used in country projects)	✓		
🟢	(b) Delivery of sustainable operational geographic information support in case of humanitarian operations, post crisis planning, and human rights (available 24/7)	✓		
🟡	(c) A Strategic Plan aiming at the consolidation of UNOSAT as the UN centre of excellence for satellite solutions; formalized Global Mapping Facility accessible to countries and international entities in need of satellite data and solutions for implementing the MDGs	Partially achieved	1 - Positioning of UNOSAT as centre of excellence for satellite analysis; 2 – Creation of a Global Mapping Facility	Target 1: achieved Target 2: dropped and replaced with strategic partnership with Google. The initial plan was made obsolete by technological evolution in web supported mapping
🟢	(d) One open ended training platform with the participation of space agencies and users alike to generate knowledge and transfer it to beneficiaries worldwide	✓		The training offer of UNOSAT was created and delivery of training up to Master level was done, but the idea of the Platform was abandoned because the training offer by UNOSAT specializes in niche training modules only

Assessment: The overall rating of the output for the biennium is considered as positive. The Programme achieved all its strategic targets even though in some instances this was done using a methodology different from that envisaged at the beginning of the biennium. The reason for these changes resides in the fast moving technological environment in which UNOSAT operates.

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5. Strategic Plan
a) The Programme contributed to enhancing the Institute's training offer by creating modules on GIS and satellite analysis for emergency response. Some of these modules are exported into partners training programmes thus enhancing the presence and visibility of UNITAR's professional training
b) The Programme participated in the effort to certify UNITAR training diplomas by delivering the first Master level modules hosted at UNITAR. The UNOSAT GIS course within the Master of Disaster management of the University of Copenhagen gives students 6 credits.
c) The Programme gave substance to the Research Department by innovating in the area of integrated satellite solutions with the Fleet Tracking and Management initiative (HumaNav) and in the area of GIS and mapping by launching a human security monitoring service
6.   Performance Challenges and Lessons to be Learned
Performance Challenges – (a) Challenges encountered in the delivery of results during the biennium were all marginal and presented low risk. However limitations put by internal rules on procurement and operational flexibility posed challenges that should be addressed in the next biennium. (b) The drive to stabilize the staffing table of UNOSAT should not affect the continuous need for experts recruited as individual contractors who have profiles different from standard UN staff profiles. The Programme should have a streamlined management and programming staff and rely on a number of expert contractors in the GIS and remote sensing areas Lessons to be Learned – The application of the knowledge content development approach may be a negative element in the search for predictable and stable funding when this finding comes essentially from projects and service activities. The relative weight of corporate should be monitored and then spread across programmes rather than being entirely covered by institutional charges.

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TRAINING DEPARTMENT

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ENVIRONMENTAL GOVERNANCE PROGRAMME	🟢 Surpassed or within 10% of target	🟡 Between 10%-25% of target	🔴 Below 25% of meeting target

1. Overall assessment	2. Budget and funding (in USD)	
100% of all expected accomplishments have been achieved. In most areas actual performance exceeded targets.	2.1 Programme budget	1,274,534
	2.2 Revised budget	1,732,779
	2.3 Balance at beginning of biennium	576,641
	2.4 Funds mobilized during biennium	2,676,657
	2.5 Expenditures	1,219,403
	2.6 Carry over 2012-13	2,019,645

3. 1 Expected Accomplishments

🟢	(a) International knowledge base to support effective training and capacity development in the area of environmental governance and climate change is enhanced	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Number of international conferences on environmental governance organized/co-sponsored	Organization of 2nd UNITAR Yale Conference on Environmental Governance and Democracy, 2010. Knowledge management platform for climate change governance established. UN CC:Learn Knowledge Sharing Platform operational.	2nd UNITAR Yale Conference organized on 17-19 September 2010 with 160 external participants and 30 Yale students. Online conference platform on climate change governance established (http://conference.unitar.org/yale/2nd-conference-environmental-governance-and-democracy). UN CC:Learn platform operational (http://www.uncclearn.org/).
(ii) Number of research papers and reports generated/catalyzed through programme activities	50 research papers generated/catalyzed.	103 research papers on climate change catalyzed (accessible at http://conference.unitar.org/yale/conference-papers).

Assessment: The 2nd UNITAR-Yale Conference brought together 190 academics, governance practitioners, civil society representatives and students from more than 20 developed and developing countries. The event was organized in partnership with UNDP, UNEP, UNESCO, UN-HABITAT, the World Bank, OECD, the Earth System Governance Project, the World Resources Institute, and the Stakeholder Forum for a Sustainable Future. The Conference catalyzed 103 papers (more than the double of the target of 50 papers). The UN

CC:Learn knowledge sharing platform is operational, including a *Library of UN Materials Relevant for Climate Change Learning* with over 1,100 materials, a *Calendar of UN Learning Events*, and weekly in focus articles about the latest developments and services offered by the UN in the area of climate change learning.	

● (b) Diversity and scope of international guidance and course materials on environmental governance guidance that responds to needs of developing and transition countries is expanded	Recurrent
	Carry over to 2012-2013: Yes

Indicators of achievement:	Performance	
	Target (as in revised budget)	**Actual**
(i) Number of new peer-reviewed guidance documents and training courses prepared	2 e-learning courses on specific Multilateral Environmental Agreements prepared and peer-reviewed.	Learning objectives, course outline and draft text for 2 e-learning courses on themes of the UN Conference on Sustainable Development, Rio+20, June 2012 developed. Peer-review by UNEP ongoing.
	Guidance document on *Developing a Human Resource and Skills Development Strategy for Climate Change* prepared and peer-reviewed.	Draft Guidance Document on *Developing a National Strategy to Strengthen Human Resources and Skills to Advance Green, Low Emission and Climate Resilient Development* prepared. Peer-review by UN CC:Learn Partners.
	6 Introductory Climate Change Learning Modules prepared and peer-reviewed.	8 independent introductory learning modules/courses on climate change themes prepared (available at http://www.uncclearn.org/tacc-regional)
	3 Advanced Climate Change Learning Package available as drafts.	Overall concept for Advanced Learning Packages on climate change priority topics developed and endorsed by UN CC:Learn Steering Group. Development of 5 packages initiated and partnerships established.
(ii) Number of countries who express an interest in pilot testing new guidance/courses	*No target defined.*	23 country applications received for 2011-2013 UN CC:Learn *Pilot Projects to Strengthen Human Resources and Skills to Address Climate Change* for 5 available slots.
(iii) Number of international organizations engaged as partners	*No target defined.*	32 multi-lateral organizations collaborating in UN CC:Learn.

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Assessment: Important progress has been made in developing two e-learning courses on themes of the UN Conference on Sustainable Development, Rio+20, June 2012 (Green Economy and Institutional Framework for Sustainable Development) and the course outlines and draft text is available. Courses will be delivered in May-June 2012. The UN CC:Learn partnership was extended significantly with now 32 multi-lateral organizations collaborating in the initiative. The UN CC:Learn *Pilot Projects to Strengthen Human Resources and Skills to Address Climate Change* received considerable country interest. 23 countries submitted full application packages developed through multi-sectoral and multi-stakeholder processes and through engagement of national learning institutions. A draft Guidance Document on *Developing a National Strategy to Strengthen Human Resources and Skills to Advance Green, Low Emission and Climate Resilient Development* has been developed and is being pilot-tested in UN CC:Learn pilot countries. 8 independent introductory learning modules/courses on climate change themes have been prepared in partnership with UNEP (target: 6) and have been tested at 6 awareness raising and training workshops for groupings of sub-national authorities. The Advanced Learning Packages on climate change priority topics have been conceptualized, the development of 5 packages has been initiated and lead partners have been identified.

🟢	(c) Environmental governance capacities in developing and transition countries to implement Principle 10 of the Rio Declaration and the Aarhus Convention are strengthened	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	Performance	
	Target (as in revised budget)	**Actual**
(i) Number of countries that complete a national profile, set priorities and complete an action plan to implement Principle 10 of the Rio Declaration and the Aarhus Convention	National priorities and action plans completed on Principle 10 in 3 developing countries, including 150 participants.	Pilot Projects entitled "Preparation of a National Profile and Action Plan to Implement Principle 10 of the Rio Declaration" completed in 5 developing countries (1 project ongoing). In total 190 participants attended UNITAR-supported National Priority Setting Workshops.
	Follow-up capacity development activities completed in 1 developing country.	Capacity development project completed in Costa Rica including local workshops with 70 participants.
(ii) Number of participants that participate successfully in project workshops and activities	National workshops on strengthening human resources and skills development to address climate change completed with 150 participants, and national strategies initiated in 3 countries.	National UN CC:Learn Pilot Projects to develop *National Strategies to Strengthen Human Resources and Skills to Address Climate Change* initiated in 5 countries. National Workshops, Technical Follow-up Sessions, and knowledge-sharing events organized with a total of 530 participants.
(iii) Degree of multi-sectoral and multistakeholder collaboration in project implementation	*Not measurable.*	

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Assessment: All targets for Principle 10 projects were met. Number of national UN CC:Learn Pilot Projects to develop *National Strategies to Strengthen Human Resources and Skills to Address Climate Change* initiated in 2011 exceeded target (target 3; actual: 5). National Workshops, Technical Follow-up Sessions, and knowledge-sharing events brought together over 530 participants (3 times more than target of 150 participants). National UN CC:Learn and Principle 10 workshops were characterized by participation from various Government sectors and stakeholder groups.	

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: Regional and international experience- and knowledge-sharing in the areas of environmental governance and climate change fostered.	Recurrent	
	Carry over to 2012-2013: No	
Indictor(s) of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
N/A	N/A	N/A

Assessment: In addition to workshops/conferences mentioned above EGP (co-)organized 9 events with a total number of over 460 participants.

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
🟢	Organization of 1 international conference, involving some 200 participants.		1 conference/ 200 participants	1 conference/ 190 participants
🟢	Development of 8 innovative new training courses/methodologies, including e-learning courses.		8 courses/ methodologies	9 courses/ methodologies
🟢	Implementation of country projects in 10 countries, including some 800 participants.		10 projects/ 800 participants	12 projects/ 790 participants
🟢	Development of 2 international knowledge sharing platforms		2 platforms	2 platforms

Assessment: All goals have been fully achieved. The actual number of country projects (12) exceeded the target (10 projects).

5. Strategic Plan

During the course of 2010-2012 significant steps have been taken to advance the work of the EGP in line with the 2010-2012 Strategic Plan priorities, including the generation of self-generated income through the UNITAR-Yale Conference, development of e-learning courses, and the improvement of quality of outputs by systematically defining learning objectives and appropriate learning methodologies.

6. Performance Challenges and Lessons to be Learned

The area of environmental governance currently does not have significant international funding sources creating challenges to mobilize funding through other windows, for example climate change.

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CHEMICALS AND WASTE MANAGEMENT PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The programme overall achieved its intended results for the biennium. In relation to country based projects, these were on track (given that some will carry over to next biennium) and the overall number of trained beneficiaries (5,611) exceeds expectations (target: 5,000). Due to changes in programme management in mid-2011, some activities/priorities were either changed/cancelled or postponed to the next biennium (e.g. e-learning). The programme also had several achievements directly related to Strategic Plan priorities (e.g. training in multiple languages; development and funding of a new programme area on nanotechnology). For the next biennium planning phase, expected accomplishments and indicators of achievement should be designed to be more assessable in terms of performance. Nevertheless, it is important to factor in that performance (and original targets) can be affected by the actual situation encountered as the biennium progresses and are not always within the programme's control (e.g. slow progress in country projects due to changes in political situations within the countries).	**2.1 Programme budget**	9,211,491
	2.2 Revised budget	8,353,892
	2.3 Balance at beginning of biennium	2,296,605
	2.4 Funds mobilized during biennium *(includes funds to be used in next biennium)*	10,852,321
	2.5 Expenditures	10,809,918
	2.6 Carry over 2012-13	2,695,053

3. 1 Expected Accomplishments		
🟡	(a) Capacities in developing and transition countries to implement relevant international agreements/initiatives are strengthened through the dissemination of new knowledge with country-level, regional and international activities.	Recurrent **Carry over to 2012-2013:** Yes

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Strategic Approach to International Chemicals Management (SAICM): Number of national pilot projects and national QSPTF projects completed.	• 50 projects completed • follow-up activities in 10 countries	• 35 projects completed • follow-up activities in 13 countries
(ii) Globally Harmonized System of Classification and Labelling of Chemicals (GHS): Number of new national projects and regional economic integration organization project commenced.	• 12 national projects and one regional project commenced	• 9 national projects commenced and one regional project commenced (ASEAN)
(iii) Pollutant Release and Transfer Registers (PRTRs): Number of new projects commenced; successful conclusion of a number of ongoing projects.	• GEF project on PRTRs successfully concluded in 7 countries	• 6 country projects extended to 2012 • 1 country project cancelled
(iv) Rotterdam Convention: Number of projects with Convention Secretariat formally commenced.	• 3 projects with Convention	• 3 projects commenced and

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	An e-learning programme commenced (in cooperation with EGP).	Secretariat formally commenced. • An e-learning programme commenced (in cooperation with EGP)	completed • E-learning postponed to next biennium
(v)	Mercury: Kyrgyz Project completed and a number of direct follow-up projects commenced; further pilot projects related to inventories and risk management commenced and a number of ongoing projects completed.	• Kyrgyz Mercury Mining Action Plan project completed and closure of world's last exporting mercury mine announced • follow-up projects in-place in Kyrgyzstan	• Action plan project completed and closure of mine announced (2009) • 2 follow-up projects in place/ funding received
(vi)	Stockholm Convention: Continuation of GEF projects (on PRTRs for Stockholm, see "PRTRs" above) and in Ghana on Capacity Building for PCB elimination); and a number of new GEF projects commenced; number of new projects in collaboration with Convention Secretariat. An e-learning programme commenced (in cooperation with EGP).	• Continuation of 2 GEF projects (on PRTRs for Stockholm, see "PRTRs" above) and in Ghana on Capacity Building for PCB elimination) • 3 new GEF projects commenced • 2 new projects in collaboration with Convention Secretariat • An e-learning programme commenced (in cooperation with EGP)	• 2 GEF projects continued • No new GEF projects commenced • 1 new project in collaboration with Convention Secretariat • E-learning postponed to next biennium
(vii)	Nanotechnology/Manufactured Nanomaterials: Regional awareness raising workshops in all UN developing and transition country regions commenced; launching of pilot projects in a number of countries.	• Regional awareness-raising workshops in all UN developing and transition country regions commenced • launching of pilot projects in 2 countries • nanotech programme underway	• 7 regional workshops completed • 2 pilot projects launched • Nanotech programme underway

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Assessment:			
●	(b) Innovative guidance methodologies and training courses to strengthen individual and institutional capacities for sound chemicals management are developed and ready for pilot testing.		Recurrent
			Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Peer-reviewed SAICM Implementation Plan guidance in use	10 countries	• Guidance in use in 9 countries
(ii) Peer-reviewed revised GHS guidance package (including e-learning component) in use	12 countries and 1 UN region	• 9 countries and one region (ASEAN) using GHS guidance package (e-learning component postponed to next biennium)
(iii) Peer-reviewed guidance on PRTR development for the Stockholm Convention in use by countries; and e-Learning package and Virtual Classroom on PRTRs in use	7 countries (GEF project) plus 3 SAICM project countries	• 6 GEF project countries and 2 SAICM countries using guidance and Virtual Classroom (e-Learning postponed to next biennium)
(iv) Updated peer-reviewed guidance on financial resource mobilization for Rotterdam Convention Parties in use	3 countries	• Guidance used by 13 countries in African region (and translated to French)
(v) Innovative new peer-reviewed guidance on mercury in products in use	No target defined	N/A
(vi) Updated guidance and decision trees on Stockholm Convention updated to include 9 new additional chemicals	3 countries	• Guidance updated but use in countries postponed to next biennium
(vii) New and innovative peer-reviewed guidance on Nanotechnology/Manufactured Nanomaterials is in use in pilot countries	2 pilot countries	• 2 pilot countries received new guidance on nano
Assessment:		

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NM	(c) New area(s) (in 2010-11) of chemicals management developed for programmatic capacity development assistance to countries and other UNITAR clients.	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) New programme area developed and operational on nanotechnology/nanomaterials.	Additional funding secured	490,500 secured
(ii) New developments on existing chemicals management topics (see above for list) comprising innovative country-driven training and capacity development projects.	Not measurable	Not measurable

Assessment: While the achievement of a new programme area developed and operational (in i, nano) was achieved, the overall assessment for this accomplishment cannot be objectively measured due to a lack of clear performance measures in particular for indicator ii.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		

Accomplishment: Expanded partnerships with new organizations to support UNITAR CWM work	Recurrent	
	Carry over to 2012-2013: N/A	

Indictor(s) of achievement: N/A	**Performance**	
	Target (as in revised budget)	**Actual**
	N/A	N/A

Assessment: In 2010-2011, CWM signed framework partnership agreements with new partners and/or executed new activities from existing new partnerships, as follows:
- Based on Dec 2009 new agreement with the Coordinating Informational Service Center for CIS Enterprises (CISC, Moscow), held 3 workshops: 26 March 2010 : GHS Workshop for Belarus, Minsk; 15-16 Sept 2010: 3rd International Conference of CIS Countries: The regulation of chemical product safety, UN Recommendations and European regulations (GHS, REACH and CLP), Baku, Azerbaijan; and 5-6 October 2011: 4th Annual Conference of the CIS Chemical product safety, GHS and related issues Astana, Kazakhstan.
- Signed new agreement with Orange House Partnership (OHP) in May 2010 , leading to 5 joint workshops: 10-11 March 2011: Practical Training and Capacity Building Workshop on the GHS: assisting the public and private sectors in southern African countries with implementation of the GHS, Durban, South Africa; 3-7 Oct 2011: Training on Capacity Building for the GHS, Jakarta, Indonesia; 26-30 Sept 2011: Training on Capacity Building for the GHS, Kuala Lumpur, Malaysia; 19-23 Sept 2011: Training on Capacity Building for the GHS, Bangkok, Thailand; 12-16 Sept 2011 Training on Capacity Building for the GHS, Manila, Philippines; and 7-11 Nov 2011 Training on Capacity Building for the GHS Beijing, China.
- Signed new agreement with Association of International Chemicals Manufacturers (AICM) in April 2011 , leading to support for 1 workshop: 19-20 April 2011: International Workshop on GHS Implementation, Beijing, China.

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4. Outputs			Performance		
			Achieved	Target	Actual
🟢	(a)	Enhanced skills of chemicals professionals in sound chemicals management	✓	5,000 participants in 50 countries	5,611 beneficiaries trained in 52 countries
🟢	(b)	Training/capacity building in one new area of chemicals management will be offered	✓	New nano programme established	New nano programme established
🟡	(c)	Programmes on nanotechnology/nanomaterials commenced	Partially achieved	5 countries	2 countries (a third country started in Jan 2012)
🟢	(d)	Technical training in selected aspects of chemicals management (risk management; nanotechnology/nanomaterials; PRTR development; GHS implementation)	✓	1,000 participants	3,108 participants
NM	(e)	Risk to humans and the environment from mercury measurably reduced		8 countries	Not measurable
NM	(f)	Training and capacity building on PCB elimination in Ghana results in 50 electrical transformers successfully drained of PCBs			Not measurable
🔴	(g)	1,000 participants successfully complete e-learning activities on PRTRs.		1,000 participants	e-learning postponed to 2012

Assessment: Overall, targeted output performance has largely been met, with more than the targeted number of participants trained to enhance skills in sound chemicals management, training in one new area of chemicals management offered (nano), while the start of country programmes in that area was somewhat below target. Two outputs were not measurable and one was incomplete due to its postponement to the next biennium.

5. Strategic Plan

CWM had a number of achievements related to SP priorities, including:
- ✓ Activities conducted in each of 3 UNITAR working languages (E, F, S)
- ✓ Activities conducted in 2 other UN languages (R, C)
- ✓ Engagement of 3 new partner institutions
- ✓ One new programme area with related projects funded and developed (nano)
- ✓ All programme job descriptions, IWPs, and AWP conforming to RBM
- ✓ Increased use of evaluations for activities (e.g. Kirkpatrick level 1 and 2) with plan to fully operationalise in the next biennium
- ✓ Increased level of SGI (2010: 0; 2011: 4%) during biennium.

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6. Performance Challenges and Lessons to be Learned
In assessing performance for the 2010-11 biennium, a number of challenges and lessons learned were identified: • Expected accomplishments and indicators of achievement should be designed to be more assessable in terms of performance • Due to changes in programme management in mid-2011, some activities/priorities were either changed/cancelled or postponed to the next biennium. • It is important to factor in that performance (and original targets) can be affected by the actual situation encountered as the biennium progresses and are not always within the programme's control (e.g. slow progress in country projects due to changes in political situations within the countries).

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CLIMATE CHANGE PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
The overall performance of CCP was affected by the loss of two contracts in 2010 reducing the funding available to the programme to accomplish all planned activities. CCP continued to deliver training to its beneficiaries mainly through face-to-face workshops (a core activity of the programme) and engaged in developing new Partnerships. The programme has also started to develop online training courses to expand its portfolio.	2.1 Programme budget	5,074,851
	2.2 Revised budget	2,936,135
	2.3 Balance at beginning of biennium	737,648
	2.4 Funds mobilized during biennium	2,796,963
	2.5 Expenditures	3,015,267
	2.6 Carry over 2012-13	658,527

3. 1 Expected Accomplishments

🟢	(a): Increased knowledge that empowers partners mainly in developing countries to identify and implement solutions that address the impacts of climate change	**Recurrent or Non recurrent**
		Carry over to 2012-2013: n/a

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) *Number of knowledge platforms and adaptation knowledge sharing platforms linked to the ACCCA knowledge platform	No target defined	25
(ii) Guide on Best Practices for Adaptation Planning, for the Adaptation Community (not included as indicator of achievement)	N/A	N/A
(iii) Database of scientific and technical experts to serve as resource persons for adaptation planning in developing countries (not included as indicator of achievement)	N/A	40

Assessment: *Although no target performance and specific indicators were mentioned in the revised budget, the actual performance of 25 has been derived from a Google search listing all websites where the ACCCA knowledge platform was referenced by other websites. The ACCCA knowledge platform contains a wealth of resources on climate change adaptation. These resources were contributed by the 19 pilot actions teams and the technical teams during the ACCCA project 2006 to 2010. These resources provide important lessons and examples for policy actors, researchers, the scientific community and local communities looking for information on how to adapt to the impacts of climate change. By linking the ACCCA platform to 25 different websites, more people in the adaptation community now have access to this knowledge. The ACCCA project network of more than 20 organizations also contributed to giving visibility to the project outputs.

🟡	(b) Established effective collaborations that foster the formation of partnerships and networks that support developing countries address the impacts of climate change	**Recurrent**
		Carry over to 2012-2013: n/a

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of partnerships initiated at the international, regional and national level, with UN organizations, international NGOs and the private sector, to collaborate on initiatives and activities	10	15

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(ii) Implementation of up to 50 joint activities on training and capacity development		50	19

Assessment: The partnerships formed by CCP enabled the programme to deliver training workshops on climate change. CCP successfully formed partnerships with UNDP, UNEP, UNECA, UNFCCC and MWH; the last partner being from the private sector. These partnerships formed with other UN agencies showed the commitment of the programme to collaborate with other UN bodies to share resources and address the needs of beneficiaries, in support of the commitment of the UN to deliver as one.

⬤	(c) Implement effective training that contributes to building human and institutional capacity to address climate change impacts	**Recurrent or Non recurrent**
		Carry over to 2012-2013: N/A

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of tools and methods produced that support the decision-making process	No target defined	8
(ii) *Number of beneficiaries that have received training on the tools and methods	1500*	1549
(iii) Number of training events organized	12	37
(iv) **Outcomes of an evaluation of the capacity building initiatives	No target defined	N/M
(v) Five online training courses designed, developed and deployed	5	0

Assessment: CCP has within the means available to the programme successfully enhanced the capacity of beneficiaries mainly in developing countries. CCP delivered customized training workshops on climate change as identified by beneficiaries. Judging from the evaluation reports received, beneficiaries expressed satisfaction with all the training events, delivery, experts and contents. Within this section all activities were completed and targets exceeded except in the area of development of online courses, mainly because this area required enhanced technical support and guidance, as this was a new activity area for the Programme.

*Revised budget narrative captured reduced number of beneficiaries from 3000 to 1500 under the outputs section but this was not revised under the expected accomplishments.

**Although no specific performance targets were set to assess the participant's evaluation of the training events, a high number of participants assessed the training events as relevant and useful.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		

Accomplishment: There were no unintended accomplishments for the biennium.		**Recurrent or Non recurrent** : N/A
		Carry over to 2012-2013: N/A

Indictor(s) of achievement: N/A	**Performance**	N/A
	Target (as in revised budget)	**Actual**
	N/A	N/A

Assessment: N/A

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4. Outputs		Performance		
		Achieved	Target	Actual
🟢	Development of tools, methods and training modules that support climate adaptation and mitigation	✓		
🟢	Establish a Knowledge platform for community climate change adaptation solutions, available, accessible and visible to the adaptation community	✓		
🔴	Development and implementation of at least 5 online courses related to climate change, targeting policy-makers, decision-makers and others			One course under development
🟢	Training /capacity building for up to 1500 individuals in climate change workshops	✓		

Assessment: Sharing the Knowledge generated from the ACCCA project with a wider adaptation community, was the notable output of CCP. Other outputs were affected by the budget shortfall experienced by CCP in 2010, and hence suffered delays and setbacks.

5. Strategic Plan

- CCP identified and engaged with new Partners to expand and diversify capacity building activities for Latin America & the Caribbean, China and Francophone Africa. Even though none of these initiatives materialized in this biennium, these Partners included; the Inter-American Development Bank, Energy Research Institute- of China, KPMG- UK and Institut de l'énergie et de l'environnement de la Francophonie (IEPF)
- CCP with the MWH Consortium were selected in 2011 to implement the SIDS Mauritius Strategy in the Eastern and South African and Indian Ocean region, for 8 beneficiary countries. Building the capacity within the beneficiary countries to implement the Mauritius Strategy is a key result under this Partnership.
- CCP in 2010 in Partnership with UNDP organized a Climate Change Training Workshop for the Arab States. The resource material for this workshop was translated to Arabic to accommodate the participants from this region. Additionally a French version of the CCP web page is available on the main UNITAR website and all in focus and news items of the programme are translated into French.
- The new areas of training CCP sought to develop in this biennium included: Project Management Skills, for climate change adaptation. This training modules it is anticipated will be finalized in 2012. In addition the Programme initiated discussions to develop training materials on the Clean Development Mechanism with UNFCCC and Low Carbon Economy (NDRC –China)
- For all training events organized by CCP Kirkpatrick level 1 and 2 evaluations were applied in accordance with the guidelines and templates distributed by the M&E Section.

6. Performance Challenges and Lessons to be Learned

- CCP at the end of 2010 experienced a significant reduction in the number of activities and funding for the programme due to the loss of a major funding source. Furthermore the Swiss Government that had been contributing to the overall programme management withdrew funding in 2011. This significantly reduced the number of activities implemented in 2011 and also reduced the budget of the programme. In spite of these setbacks, the programme redefined its strategy and sought other partnerships that are currently under negotiation and it is hoped will materialize at the end of 2011 or in the first half of the upcoming biennium.
- In undertaking the performance exercise, it has been recognized that a number of performance indicators were not well defined with specific targets, and this rendered assessing the performance of some outputs difficult. This is recognized as an important lesson learned to be improved for the next biennium.

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INTERNATIONAL LAW PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	**Between 10%-25% of target**	**Below 25% of meeting target**

1. Overall assessment	2. Budget and funding	
The expected accomplishments have all been achieved and in some cases surpassed. The latter includes the following:	**2.1 Programme budget**	2,263,354
• 50% increase in the development and delivery of courses in Spanish i.e. 4 courses instead of the targeted 1-2, thus contributing to an enhanced linguistic diversification	**2.2 Revised budget**	846,104
	2.3 Balance at beginning of biennium	186,918
• 100% increase in the delivery of distance/e-Courses in international environmental law i.e. 16 courses instead of the targeted 5-8	**2.4 Funds mobilized during biennium**	904,794
	2.5 Expenditures	1,000,882
• Due to the withdrawal of a considerable amount of pledged funding from one major donor the budget had to be revised	**2.6 Carry over 2012-13**	149,780

3. 1 Expected Accomplishments

🟢	(a) Enhanced knowledge, increased awareness and improved understanding of international legal issues is generated among law professionals in Member States	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of training and capacity development activities delivered at international, regional, sub-regional and national levels	4-6	5

Assessment: The implementation of these activities fell into the period of the financial crisis and special efforts had to be undertaken to obtain the respective funding.

🟢	(b) Improved knowledge on international environmental law relevant to the implementation of multilateral environmental agreements engendered, widely disseminated and outreach strengthened	Recurrent
		Carry over to 2012-2013: Yes

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of activities conducted in international environmental law in the form of distance/e-Learning	5-8	16

Assessment: Special efforts were undertaken to increase the number of activities delivered in distance/e-Learning format; the target was considerably surpassed, to a great extent thanks to the availability of in-Programme capacity in instructional design (see also accomplishment 4).

🟢	(c) Enlarged linguistic diversification as well as intensified collaboration and association with strategic partners	Recurrent
		Carry over to 2012-2013: Yes

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Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i)　Percentage of publicity/information material available in third language (i.e. Spanish)	50%	70%
(ii)　Number of courses offered in third language (i.e. Spanish)	1-2	4
(iii)　Number of new partnerships established	3-6	5

Assessment: The targets were met whereby more courses could be delivered in Spanish as initially envisaged, namely 4 instead of 1-2, thus benefiting 101 Spanish-speaking trainees

⬤ (d) Strengthened programme capacities in the development of e-Learning/instructional design	Recurrent
	Carry over to 2012-2013: Yes

Indicator of achievement:	Performance	
	Target (as in revised budget)	Actual
(i)　Number of staff trained	1-2	1

Assessment: In line with the indicator of achievement, 1 staff member/collaborator has been trained and is fully operational in instructional design. Thanks to this newly acquired in-house expertise the target for expected accomplishment 2 could be considerably surpassed**.**

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget): There was no unintended accomplishment.

There were no unintended accomplishments recorded for the 2010-2011 biennium.	
	Carry over to 2012-2013: N/A

Indicator of achievement: N/A		
	Target (as in revised budget)	Actual
N/A	N/A	N/A

Assessment:

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4. Outputs			Performance		
			Achieved	Target	Actual
🟢	(a)	Four to six national, regional or sub-regional workshops and seminars in international law implemented in English/French/Spanish, in cooperation with regional partners, and with the participation of up to 200 beneficiaries	✓	4-6 200	5 223
🟢	(b)	Training expanded to new regions and offered in additional languages, in particular in Spanish; promotional as well as training material available in Spanish;	✓	50%	70%
🟢	(c)	Environmental law course material updated and 2-4 new course books revised, rewritten, newly developed and peer reviewed; 5 to 8 environmental law e-Learning courses delivered on new UNITAR platform;	✓	2-4 5-8	4 12
🟢	(d)	Three to six new collaborations to be established with strategic partners in the field of international law; and	✓	3-6	5
🟢	(e)	Up to 2 programme collaborators trained and fully operational in designing and implementing e-Learning courses.	✓	1-2	1

Assessment: Overall the targeted output performance has been met, in some cases it was surpassed; this specifically applies to the development and delivery of e-Courses

5. Strategic Plan
With regard to the implementation of the Institute`s Strategic Plan, the ILP Programme contributed to: • Enhanced linguistic diversification through the development of 4 e-Courses which were delivered in Spanish language • Implementation of new business model through self-generated funding obtained through the development and delivery of distance/e-Courses • Delivery of one blended training activity, combining a two-week on line course with face-to-face training conducted in-country. • Enhancement of e-Courses and adherence to most up-to-date in-house guidelines; preparations for alignment of one course to ECB check • Improved quality of course evaluations through adherence to respective new in-house practices

6. Performance Challenges and Lessons to be Learned
As the risk factor stipulated in the budget documents prevail, in particular uncertain funding, achieving the targets required big efforts on the side of the ILP team. One of the important lessons learnt is to better define indicators; this has already been taken into account when preparing the 2012/13 budget.

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MULTILATERAL DIPLOMACY PROGRAMME	🟢 Surpassed or within 10% of target	🟡 Between 10%-25% of target	🔴 Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
The expected accomplishments have all been achieved and in all cases surpassed. Below are some figures: 1- The total number of courses is 60% higher than the target. 104 courses were implemented 2- The increase in the number of e-learning courses is 200% higher than the target 3- The increase in the number of participants is 100% higher than the target. In total the programme had 2914 beneficiaries 4- A new business model for CDT and e-Learning activities was successfully introduced 5- More courses for Spanish and French speaking participants were developed and implemented 6- 22% of our participants are from LDC's, for e-Learning it is 30% 7- 94% of our course participants expressed satisfaction in their final evaluation 8- Expansion of the pool of experts and consultants on skills building in diplomacy	2.1 Programme budget	3,141,091
	2.2 Revised budget	1,652,936
	2.3 Balance at beginning of biennium	328,423
	2.4 Funds mobilized during biennium	1,765,792
	2.5 Expenditures	1,865,780
	2.6 Carry over 2012-13	315,061

3. 1 Expected Accomplishments

🟢	(a) Strengthened skills and awareness of diplomats accredited on the multilateral level in Geneva, Vienna, Nairobi and in cities hosting United Nations Regional Economic Commissions (Addis Ababa, Bangkok, Beirut and Santiago)	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement	Performance	
	Target (as in revised budget)	**Actual**
(i) Number of training activities and beneficiaries	32 activities	34 activities (19 in 2010, 15 in 2011) activities, 758 participants (2010: 456, 2011: 302)
(ii) Production, revision and development of new training tools and publications including training manuals and simulation exercises	2	3
(iii) Number of courses offered in Spanish language	0	2

Assessment: The number of activities and beneficiaries have developed very favorably and surpassed the targets. A new business model was introduced successfully in the programme.

🟢	(b) Strengthened skills and awareness of in-country based diplomats	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	Performance	
	Target (as in revised budget)	**Actual**
(i) Number of demand-driven and country-level training activities	18	37

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	Assessment: This target was surpassed by 100%. It resulted in successful fundraising for the programme and an increase in the number of beneficiaries.	
🔴	(c): Strengthened skills and awareness of government officers through fellowship programmes	Non recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of fellowship programmes	1	0

Assessment:
This indicator was not achieved. United Nations Member States and donors are less interested nowadays in funding fellowship programmes in the environment of financial crisis.

🟡	(d) Strengthened capacities of Diplomatic Academies of Spanish and Arabic speaking countries	Non recurrent
		Carry over to 2012-2013: No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Percentage of training curricula and publicity/information material available in Spanish language.	**10%**	**15%**
(ii) Number of in-country training offered in Spanish and Arabic language	Spanish: 2 / arabic: 1	Spanish: 0 / Arabic: 2

Assessment: This target was met in spite of the non-receipt of funding initially promised by donors.

🟢	(e) Increased awareness by in-country diplomats of multilateral diplomacy through distance learning	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of e-Learning courses developed and implemented	10	33
(ii) Number of e-Learning courses developed and implemented in Spanish	2	2
(iii) Number of established partnerships with training institutes in the field of e-learning	4	3

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Assessment:			
This target was surpassed by 200%. The number of e-Learning courses developed and implemented benefited also 994 participants in 2010-2011. This constitutes a step forward when compared to the figures of the 2008-2009 biennium: 357 participants and 7 activities.			

⬤	(f) Strengthened in-house training delivery capacity	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Training three MDP staff members	2	2

Assessment: Target met. Two programme staff received training that enabled them to deliver 5 training workshops

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: There were no unintended accomplishments for the biennium.	**Recurrent or Non recurrent:** N/A	
	Carry over to 2012-2013: N/A	

Indicator(s) of achievement: N/A	**Performance**	
	Target (as in revised budget)	**Actual**
	N/A	N/A

Assessment: N/A

4. Outputs		**Performance**		
		Achieved	**Target**	**Actual**
⬤	(a) CDT training activities offered to the diplomatic community of Geneva, Vienna, Nairobi and in cities hosting United Nations Regional Economic Commissions (Addis Ababa, Bangkok, Beirut and Santiago);	✔	32	34
🔴	(b) Demand driven tailor-made training activities out of which 2 are delivered in Spanish and 1 in Arabic language;		3	2
⬤	(c) Training curricula and publicity/information material translated and made available in Spanish language;	✔	10%	15%
🔴	(d) Fellowship programme in the field of multilateral diplomacy developed and implemented;		1	0
⬤	(e) E-Learning courses – out of which 2 in Spanish Language – developed and delivered;	✔	10	31

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🟢	(f) Training tools produced and 4 new partnerships in the field of e-Learning established; and	✓	4	4
🟢	(g) Two staff members trained and operational for the delivery of training in fields related to multilateral diplomacy and e-Learning.	✓	2	2

Assessment:

5. Strategic Plan

With regard to the implementation of the Institute`s Strategic Plan, the MDP Programme contributed to:
- Enhanced linguistic diversification through the development of 2 e-Courses which were delivered in Spanish language
- Implementation of new business model through self-generated funding obtained through the development and delivery of CDT and e-courses
- Enhancement of e-Courses and adherence to most up-to-date in-house guidelines; preparations for alignment of one course to ECB check
- Improved quality of course evaluations through increased adherence to respective new in-house practices
- New and innovative partnerships were developed with the Office of the High Commissioner for Human Rights for the development of two e-learning courses and with German Watch for the development of an e-Learning course on financing climate change.

6. Performance Challenges and Lessons to be Learned

As the risk factor stipulated in the budget documents prevail, in particular uncertain funding, achieving the targets required big efforts on the side of the MDP team.
One of the important lessons learnt is to better define indicators; this has already been taken into account when preparing the 2012/13 budget.

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PEACEKEEPING TRAINING PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
The Peacekeeping Training is a newly restructured Programme that succeeded the previous Programme of Correspondence Instruction in Peacekeeping Operations (UNITAR POCI) closed in July 2008 and the restructuring followed. It was only at the beginning of 2010 that PTP launched its first activities. The expected accomplishments for the 2010 – 2011 Biennium have all been achieved and in some cases surpassed. The latter includes the following: • The programme had zero courses at the time of its establishment in 2009; in 2010, PTP developed and delivered 8 face to face courses and two courses online; • In 2011, the programme expanded the volume of its activities up to 12 face to face courses, 30 online courses, 5 capacity development activities and 2 blended courses. • PTP surpassed the targeted number of 2,158 beneficiaries by 658 beneficiaries (44%) • In 2011, due to the withdrawal of a considerable amount of pledged funding by one of the major donors and the lack of timely revision, there is a gap in meeting the targeted budget.	2.1 Programme budget	3,118,575
	2.2 Revised budget	3,234,859
	2.3 Balance at beginning of biennium	869,804
	2.4 Funds mobilized during biennium	1,846,654
	2.5 Expenditures	2,409,179
	2.6 Carry over 2012-13	325,077

3.1 Expected Accomplishments

🟢	(a) Strengthened capacity of civilian, military and police personnel to contribute to UN and non-UN peace operations	Recurrent or Non recurrent
		Carry over to 2012-2013: No

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Number of e-learning courses and capacity development activities implemented	15 - 20 e-courses and	30
	2 - 3 capacity dev. activities	5
(ii) Number of beneficiaries	1200 – 1500	2158

Assessment: The targets were not only met but surpassed thereby enabling the newly structured Programme to firmly position it in the international Peacekeeping Training community.

🟢	(b) Increase outreach to beneficiaries by diversifying the linguistic offer of training courses	Recurrent or Non recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of e-learning courses translated into languages other than English	5 – 8	5

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Assessment: The target was met in one language and the Programme is ardently pursuing the translation of its courses into Spanish and other languages in order to be able to reach a larger number of beneficiairies.

⬤ (c) Enhanced diversity of training offer by strengthening partnerships with external institutions		**Recurrent or Non recurrent**
		Carry over to 2012-2013: No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of new partnerships established	3 – 6	8
(ii) Number of new PTP-affiliated training centres established	1 – 2	5

Assessment: From the start, the Programme's strategies have been based on the building of synergies with private and public international, regional and national institutions. By building on cooperation and creating fruitful partnerships with other institutions, PTP has been able to broaden its training offer, avoid duplication, and at the same time, develop the capacity of international, regional and national institutions and thereby reach a far greater audience. PTP is firmly committed to further strengthening this strategy.

⬤ (d) Strengthened in-house/programme capacities in the development of e-learning designed		**Recurrent or Non recurrent**
		Carry over to 2012-2013: Yes/No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) number of staff trained	1 – 2	1

Assessment: In line with the indicator of achievement, 1 staff member/collaborator has been trained and is fully operational in instructional design. This newly acquired in-house expertise will enable the Programme to surpass the target for the expected accomplishment of 2 Staff Members.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)

Accomplishment: There were no unintended accomplishments for the biennium.		**Recurrent or Non recurrent**
		Carry over to 2012-2013: No

Indictor(s) of achievement: N/A	**Performance**	
	Target	**Actual**
	N/A	N/A

Assessment: N/A

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4. Outputs		Performance		
		Achieved	Target	Actual
🟢	Twenty regular courses (including core courses translated into languages other than English) and three "tailor-made" PTP courses developed and conducted in English with a total of 1,500 trainee beneficiaries in collaboration with the relevant partners for 2010 – 2011	✓	20 3 1500	30 8 2158
🟢	Eight core courses translated into languages other than English for 2010 – 2011	✓	8	5
🟢	Training expanded to new regions and new centres created through the development of six new collaborations and two training centres being established with strategic partners in the field of peacekeeping training. Nine regular PTP courses developed in 2010 translated, financed and conducted in French with a further seven new regular PTP courses developed, financed and conducted in English and French in collaboration with the relevant partners for 2010 – 2011	✓	3 – 6	8
🟢	Two PTP staff trained in e-Learning/instructional design for 2010 – 2011	✓	1	1

Assessment: Overall the targeted output performance has been met, in some cases it was surpassed; this specifically applies to the development and delivery of e-Courses

5. Strategic Plan

The programme's strategic plan in this new biennium can be summarized in the following points:
- Consolidation of the programme through the expansion of training into other UN languages and by creating synergies with UN peacekeeping missions and UN entities;
- Enhancing the quality of the training products through the ECBCheck alignment of the e-courses;
- Strengthening fundraising;
- Increasing autonomy through Self-Generated Income (SGI)

6. Performance Challenges and Lessons to be Learned

Although the performance exceeded the targets, the Programme did not meet the targeted budget. It is critical to conduct a regular monitoring and analysis of all aspects of the programme and revise planning, expected outputs and its indicators properly and in a timely manner. A lesson was drawn on the discrepancy between the pledging of funds from donors and effective release of funds. The eagerness of achieving more should be kept realistic and proportional to available resources.

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PEACEMAKING AND PREVENTIVE DIPLOMACY	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
In the 2010-2011 biennium, the Programme in Peacemaking and Conflict Prevention (PMCP) successfully accomplished all regular programmes and carried out new programmes which had not been projected in this period.	2.1 Programme budget	2,752,040
	2.2 Revised budget	2,442,454
All the expected accomplishments have been achieved except for one programme where the requesting partner was	2.3 Balance at beginning of biennium	587,187
unable to secure the funds as they had planned. In addition to the three main annual fellowship training programmes	2.4 Funds mobilized during biennium	2,588,657
and one annual high-level seminar for senior-most UN officials, two new high-level knowledge and experience-sharing	2.5 Expenditures	3'029'549
seminars have been conducted for the first time in Africa. In line with the UN's intensified efforts in conflict prevention and mediation, PMCP contributed with the Department of Political Affairs (DPA) to develop and publish the *Manual for*		
UN Mediators: Advice from UN Representatives and Envoys.	2.6 Carry over 2012-13	336,997

3. 1 Expected Accomplishments		
🟢	(a) Knowledge and capacities of mid and senior level diplomats, United Nations and regional organization staff is enhanced through delivery of intensive Fellowship programmes on conflict resolution.	Recurrent
		Carry over to 2012-2013: Yes

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Number of training and capacity development programmes conducted internationally.	2 programmes	2 programmes
(ii) Number of Fellows successfully completing the programmes.	75-80 fellows	78 fellows
Assessment: The targets have been achieved in a tough economic climate.		

	(b) Strengthened knowledge and skills among mid and senior level African government officials, regional organization staff and UN peace operation staff through organization of intensive training programmes on the continent on the prevention and resolution of conflict.	Recurrent
🟢		**Carry over to 2012-2013:** Yes

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of training and capacity development programmes conducted on the African continent.	2 programmes	2 programmes
(ii) Number of mid and senior level officials successfully completing the programmes.	68-72 officials	79 officials

Assessment: The targets are fully achieved and surpassed. The 2011 regional programme trained the largest number of mid and senior level officials in the Programme's history – 41 officials from throughout the continent. The programme also involved the highest number of senior resource persons including current and former Special Representatives of the Secretary-General and the former AU-UN Deputy Joint Chief Mediator for Darfur. Officials highly appreciated the relevance and substantive content of the programme.

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🟢	(c) Empowered capacities of indigenous peoples' representatives to analyze conflict and engage in negotiation and dialogue through the conduct of an intensive training programme tailored to their priority concerns and challenges.	Recurrent	
		Carry over to 2012-2013: Yes	

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of training and capacity development programmes conducted at the international or regional level.	1 programme	2 programmes
(ii) Number of indigenous peoples' representatives successfully completing training programmes.	29-34 representatives	59 representatives

Assessment: PMCP achieved two programmes instead of one as targeted, which benefitted 74% more beneficiaries.

🔴	(d) Enhanced awareness and capacities of diplomats from Central Asia through the organization of training activities in the resolution of conflict	Non recurrent	
		Carry over to 2012-2013: No	

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of training and capacity development activities conducted for Central Asian diplomats.	1	0
(ii) Number of officials successfully completing the programmes.	10	2 senior Fellows from Central Asia completed the International Fellowship Programme in Peacemaking and Preventive Diplomacy

Assessment: The planned regional training was requested by the partner UNRCCA with whom UNITAR had organized a successful regional training previously. UNRCCA was not able to secure funds as they had hoped in order for their requested programme to take place.

At the same time, UNITAR contributed to strengthening the capacities of two senior officials from Central Asia (one female, one male) trained as Fellows in the Fellowship Programme in Peacemaking and Preventive Diplomacy in the biennium. These included a Counsellor, Permanent Mission of Tajikistan to the United Nations in New York; and the Director, International Economic Cooperation Department, Ministry of Foreign Affairs of the Kyrgyz Republic. UNITAR will continue to look for opportunities to contribute to the strenghened capacities of officials from this region.

🟢	(e) Increased capacities related to the enhancement of UN Peace Operations through convening of high-level fora for exchange of lessons and experience.	Recurrent	
		Carry over to 2012-2013: Yes	

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**

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(i) Number of high-level Seminars held.	1-2 seminars	1 seminar
(ii) Active participation of Senior Headquarters staff and Heads of UN Peace Operations in the planning and implementation of the SRSG Seminar.	47-95 senior officials	49 senior officials
(iii) Number of Heads of Mission Conferences organized following the SRSG Seminar.	2- 4 departmental conferences	2 departmental conferences
(iv) Reports produced from Seminar to document lessons and strategies.	1-2 reports	1 report

Assessment: The Institute organizes a regular Seminar for Special and Personal Representatives and Envoys of the UN Secretary-General. Funds were raised, officials invited, the programme planned and all in place for the 2010 SRSG Seminar to be held in November of 2010. Senior UN Headquarters officials then, just before the seminar, requested a postponement of the 2010 Seminar to February 2011 due to security concerns in several theatres of conflict in a number of regions. The Seventh SRSG Seminar was successful organized in February 2011 with a high number of invited officials actively participating and a video-conference dialogue with the UN Secretary-General conducted. Organization is underway for the Eighth SRSG Seminar to be held in May 2012.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)

Shared experiences and knowledge sharing on preventive approaches in the African Peace and Security Architecture	Non recurrent	
	Carry over to 2012-2013: N/A	

Indicators of achievement:		
	Target (as in revised budget)	**Actual**
(i) Number of (additional) beneficiaries from the African Union, African regional economic communities and member states of the AU Peace and Security Council.	No target	24
(ii) Number of new programmes conducted.		2
(iii) Number of actors of the African Peace and Security Architecture benefitting from the high-level knowledge and experience-sharing seminar.		70
(iv) Number of members of the COMESA Committee of Elders benefitting from the high-level knowledge exchange seminar.		8
(v) Number of reports/publications.		1 in 2010
(vi) Number of graduates of the indigenous training programme serving as resource persons for the programme.		4

Assessment: In the framework of the UNDP RBA-UNITAR joint project "Support to the Implementation of the Peace and Security Agenda of the African Union Commission", 24 additional officials from the jointly identified target group (African Union (AU), regional economic communities etc.) have been selected and invited to the Regional Programme to Enhance Conflict Prevention and Peacemaking in Africa. In the framework of the same collaboration, two new high-level knowledge and experience sharing seminars have been organized, one on the Preventive Approaches in the African Peace and Security Architecture with 70 African officials participating and an Eminent Panel of African experts;, and second for the Common Market for Eastern and Southern Africa (COMESA) Committee of Elders benefitting 8 out of 9 members of the Committee to enhance knowledge and information exchange on peacemaking.

In cooperation with UN Department of Political Affairs, the Programme published book: *Manual for UN Mediators: Advice from UN Representatives and Envoys.* This publication is being disseminated to various actors including Special Representatives of Secretary General, as well as mid to senior officials of UN Member states and UN staff in substantive

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departments, and all Programme participants. It is expected that this will contribute to enhancing the knowledge and capacities of current and future peacemakers.

Four alumni of the indigenous training programme served as resource persons for the international training programme for indigenous representatives during the biennium sharing their knowledge and experience with new programme participants in the areas of development, negotiation and the promotion and protection of human rights.

The collaboration with UNDP RBA was successfully concluded in addition to all of the other programmes implemented in 2011. Challenging time constraints were overcome in order to carry out successful programmes.

4. Outputs		Performance		
		Achieved	Target	Actual
🟢	Two Fellowship Programmes in Peacemaking and Preventive Diplomacy, conducted in partnership with the International Peace Institute, for mid and senior level Fellows from UN member states, UN Departments responsible for the prevention and resolution of conflict, and regional organization staff.	✓	2	2
🟢	Two intensive regional training programmes organized for mid and senior level government officials, UN peace operation staff, regional organization staff and NGO representatives on the continent of Africa focusing on conflict analysis, negotiation and mediation.	✓	2	2
🟢	A training programme for indigenous peoples' representatives is organized at the international or regional level to strengthen capacity in conflict analysis, negotiation and relationship-building.	✓	1	2
🔴	Training is expanded to a new region, Central Asia, and organized in collaboration with the UN Regional Centre for Preventive Diplomacy for Central Asia to strengthen capacities of officials in the region in conflict resolution.		1	0
🟢	One to two high-level Seminars for Special Representatives of the UN Secretary-General are organized involving the senior-most Headquarters staff and the Heads of UN Peace Operations around the world to exchange experience to enhance UN practice	✓	1-2	1
🟢	Two to four Departmental Heads of Mission Conferences held in tandem with the SRSG Seminar to further refine and enhance UN practice.	✓	2-4	2

Assessment: Overall the targeted output performance has been met, except for the programme for Central Asia where the requesting partner could not secure the funds as they had hoped. In a number of cases the target has been surpassed as in the training programme for indigenous representatives, the publication on mediation, the extensive and new collaboration with UNDP RBA which led to two additional high-level seminars to plan and conduct, and the number of UNITAR indigenous alumna who served as resource persons in the programme.

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5. Strategic Plan
With regard to the implementation of the Institute`s Strategic Plan, the PMCP Programme contributed to: - Worked in a new model of project management in the framework of the joint project with UNDP-RBA, and shared the lessons learned within UNITAR. PMCP chaired a staff meeting focusing on innovation.   - New partnerships developed with African regional organizations and economic communities – one joint programme conducted in 2011 and two more are being considered for 2012.   - Two new high-level seminars in Africa have been planned and implemented with English and French translation.   - PMCP regularly conducts ex-post evaluations for the fellowship programmes. One of such evaluation has been conducted for the Regional Programme for Africa in 2010.   4 alumni have served as resource persons and taught in PMCP programmes during the biennium.

6. Performance Challenges and Lessons to be Learned
Securing funding in a tough economic climate has been the largest challenge to deliver expected activities, as foreseen as one of the risk factors. There were human resource constraints as well with one professional staff member out unexpectedly on paid leave for 7 months during the biennium. In spite of these challenges and the lack of funding for the requested Central Asia training, with tremendous effort PMCP achieved a greater number of activities securing funding for all regular programmes and two new high-level seminars. In addition, the collaboration with UNDP has provided additional experience and lessons for PMCP that is shared UNITAR-wide.

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PUBLIC FINANCE AND TRADE PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
Satisfied with the development and enhancement of themes leading up to e-Learning courses; also satisfied with the development of new partnerships which not only added a 'multiplier effect' dimension to our work but also allowed UNITAR to develop work around relevant and timely training themes; the French and Spanish language courses and activities can be expanded further, but this will depend on partner and donor interest. Diversification of sources of funding and partnerships must continue, and so must the move towards improving the quality of training products and services.	2.1 Programme budget	2,043,348
	2.2 Revised budget	2,158,151
	2.3 Balance at beginning of biennium	267,608
	2.4 Funds mobilized during biennium	1,746,541
	2.5 Expenditures	1,911,845
	2.6 Carry over 2012-13	156,638

3. 1 Expected Accomplishments

🟡	(a) Enhanced individual and institutional capacity of finance and trade-sector officials and stakeholders to address international and regional challenges.	Recurrent
		Carry over to 2012-2013: Yes/No

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Number of e-Learning courses implemented in English, French and Spanish	150 e-Learning courses implemented in English, French and Spanish	150
(ii) Number of new training themes identified and modules developed.	10 new training themes identified and modules developed	39
(iii) Number of participants trained	5,000 participants trained	4,800
(iv) Each of the online training has an overall rating of good or higher	90% of participants consider the online training as either good or better	90%

Assessment: Surpassed the performance target in regards new training themes due to successful negotiations with a number of partner institutions and interest on their part to develop relevant and timely themes into online courses.

🟢	(b) Enhanced networking and exchange of ideas among officials to foster good practice using innovative learning methodologies.	Recurrent or Non recurrent
		Carry over to 2012-2013: Yes/No

Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of virtual discussion groups created in English, French and Spanish.	450 virtual discussion groups created in three languages	450

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(ii)	Number of online mentors/experts made available for structured online discussions	150 online mentors made available to participants	150
(iii)	Number of documents shared on topics relating to public finance, trade and intellectual property	1,000 documents shared with participants	1,000

Assessment: All performance targets were met here.

●	(c) Strong and sustainable relations with partners to develop and expand e-Learning as a mode of training and outreach.	**Recurrent or Non recurrent**
		Carry over to 2012-2013: Yes/No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of partnerships established	10 partnerships established	15
(ii) Number of joint e-Learning courses conducted	20 joint e-Learning courses conducted	29
(iii) Number of training modules developed with partners	60 training modules developed with partners	60

Assessment: The Programme solicited a lot of interest from partners with a view to assisting partners in putting together joint online courses from content and modules either already available with partners or developed anew.

●	**Accomplishment (d):** Enhanced capacity to provide training in French and Spanish language.	**Recurrent or Non recurrent**
		Carry over to 2012-2013: Yes/No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of modules adapted and translated into French and Spanish	25 modules adapted and translated into French and Spanish	25
(ii) Number of partner institutions identified	8 partners identified	8
(iii) Number of joint online courses conducted	8 joint online courses conducted	16

Assessment: The targets were met here, but there is potential for expansion which should be considered in the upcoming biennium.

●	(e) Enhanced capacity to provide training in trade, governance and intellectual property issues.	**Recurrent or Non recurrent**
		Carry over to 2012-2013: Yes/No

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Indicators of achievement:	Performance	
	Target (as in revised budget)	Actual
(i) Number of training modules developed	35 training modules developed on themes of trade, governance and IP	37
(ii) Number of thematic online courses conducted	10 thematic online courses conducted	10
(iii) Number of participants trained	350 participants trained	350

Assessment: Performance targets were met here. The challenge is to develop new content on intellectual property issues which is relevant and appealing to potential training audiences.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)		
Accomplishment: Delivery of the UNDP-RBA outputs.	**Recurrent or Non recurrent :** N/A	
	Carry over to 2012-2013: Yes/No: N/A	
Indictor(s) of achievement: N/A	**Performance**	
	Target (as in revised budget)	**Actual**
	N/A	N/A

Assessment: Working on the UNDP-RBA project was challenging but provided the programme and programme staff with excellent experience in managing face-to-face events as well as high-level conferences.

4. Outputs		Performance		
		Achieved	Target	Actual
🟡	(a) 150 e-Learning courses would have been conducted to the satisfaction of the participants and participating institutions		150	150
🟢	(b) 450 virtual discussions, mentored by experts, would have been organized with a view to networking and information exchange on themes relating to public finance, trade and intellectual property		450	450
🟡	(c) 5,000 finance and trade-related officials and stakeholders would have been trained through English, French and Spanish-language online training		5,000	4,800
🟢	(d) At least ten partnerships would have been established around e-Learning		10	15

Assessment: See above.

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5. Strategic Plan
Programme has been very successful in implementing the business model with a large majority of courses being conducted on a self-generated income basis; the programme has been very diligent in applying the evaluation requirements as part of its online courses; the process of aligning courses to ECBCheck guidelines has also been initiated and will continue in the upcoming biennium; diversifying programming funding and roll-out has also been positive, through involvement of new partner institutions on the one hand and the introduction of face-to-face training on the other; last but not least, the programme has been successful in introducing new and relevant themes, such as 'food security' and 'sustainability' to its existing portfolio of courses.

6.   Performance Challenges and Lessons to be Learned
Continue to dialogue with relevant institutions in order to find ways of developing new, relevant and timely training modules and themes; expand the thematic portfolio of courses to address beneficiary needs in the post-financial crises era and towards addressing the MDGs; find linkages for joint work within Programmes and within the Units of the Institute; work towards adding new methodological tools in online training and towards enhancing the quality of training products.

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LOCAL DEVELOPMENT PROGRAMME	🟢	🟡	🔴
	Surpassed or within 10% of target	Between 10%-25% of target	Below 25% of meeting target

1. Overall assessment	2. Budget and funding	
Among main achievements of the Local Development Programme for the Biennium 2010-2011 was the number of activities implemented (over 135) and the number of beneficiaries reached out (more than 14'500). This represents about ¼ of the number of UNITAR beneficiaries and 1/5 of UNITAR events over the biennium. Number of beneficiaries increased by 40% as compared to previous biennium. Partnerships targets was surpassed by 200% and self-generated income increased from 0 in the previous biennium to some USD 80'000. Implementation of new projects started while a significant number of project proposals are in the pipeline. After complete staff turnover in 2010, new team coming in 2011 took over the smooth management of programme activities. Instructional design, M&E, evaluation and communication processes and guidelines have been integrated by LDP, and are progressively being implemented by the CIFAL Network. The CIFAL Network is now comprised of 9 Centers, another CIFAL will be established in Algiers in 2012 while advanced discussions with San Luis Potosi (Mexico) and initial discussions with Gabon are ongoing.	2.1 Programme budget	9'076'428
	2.2 Revised budget	6'257'263
	2.3 Balance at beginning of biennium	2,688,170
	2.4 Funds mobilized during biennium	6,384,769
	2.5 Expenditures	7,214,253
	2.6 Carry over 2012-13	1'971,977

3. 1 Expected Accomplishments		
🟢	(a) Support CIFAL centres to provide high quality training programmes to strengthen the capacity of local authorities in partner countries to ensure sustainable development of their cities, and achieve MDGs	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement	Performance	
	Target (as in revised budget)	Actual
(i) Number of training seminars focused on specific areas of local development and number of participants	40 training sessions; 1,500 participants	80 training sessions; 3,145 participants trained
(ii) Numbers of new tools dedicated to the target groups (Brochures, CD-Rom, booklet, manual)	No target	LDP brochure developed in English, Portuguese, and Spanish, Brochure on partnership with Veolia developed in English and French; support to CIFALs in the development of their own brochures and reports, participation in the development of International Guidelines on decentralization and access to basic services for all adopted by UN General Assembly, dropbox online tool and CIFAL Network monthly newsletter for streamlining communication among LPD-CIFALs, CIFAL library research data base on urban practices

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(iii) Number of e-learning sessions conducted	6 e-learning sessions (120 participants, one mobile learning application developed on a selected theme	6 e-learning sessions, 214 participants, no mobile learning application developed
(iv) Number of trainers trained to support LDP training activities	60 trainers trained	44 trainers trained (CIFAL Durban and PHPO)
(v) Evaluation of training sessions by participants	No target	2011 overall KPI: newness of information: 74%; job relevance: 84%; intent to use: 94%; overall satisfaction: 92%
(vi) Training programme certified	No target	1 online course ECBCheck certified
	New tools developed for at least two themes	Development of online course "sustainable urban mobility in developing countries"; CIFAL communication toolkit; " M&E toolkit; participation in the development of the Guidelines on decentralization and access to basic services for all, Water Think Tank symposium conclusions

Assessment: The CIFAL Network, together with LDP, conducted over 135 activities delivered to close to 15000 beneficiaries. Communication, M&E and evaluation tools developed by UNITAR are implemented by LDP and are progressively integrated within the CIFAL network, resulting in a better coherence and visibility of the Network as a whole and enhanced quality of its activities.

⬤	(b) Expand and consolidate CIFAL Network to ensure more balanced geographical distribution across developing countries including one post-conflict country	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Application of the guidelines by all existing CIFAL centres	8 CIFAL centres that are autonomous, structured and self funded	9 CIFALs, structured and self-funded. 4 of them apply the Guidelines, one has a waiver (CIFAL Ouagadougou), 4 partnership agreements to renegotiated in 2012
(ii) Number of new CIFAL centres established	Opening of new CIFAL centres in at least 3 of the following locations: another African country, China, Egypt, South Asia and South/Central America	One CIFAL Center opened in Jeju in 2010; One CIFAL Center to open in Algiers in 2012 (Partnership Agreement was signed with Algeria in October 2011); advanced discussions to open a CIFAL in San Luis Potosi (Mexico), initial discussions to open a CIFAL in Gabon

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(iii) Number of members of the new CIFAL Network Allied Cities	launching of the new CIFAL Network Allied Cities to cover cities willing to work with LDP without binding obligations, and number of member cities	The CIFAL Network Allied Cities framework has not been implemented

Assessment: During the biennium, a number of CIFALs have been strengthened through the conclusion of renewed partnership agreements between UNITAR and host institutions, in line with the UNITAR Guidelines on the CIFAL network. Efforts towards application of the Guidelines by all CIFALs, including by newly created CIFALs, will be pursued in 2012-2013. The CIFAL Network Allied Cities project eventually did not concretize, as other priorities – such as strengthening the existing Network itself.

●	(c) Establishment of a network of new partners and strategic alliances. LDP will develop new partnerships with relevant development experts, civil society organizations, public institutions, the private sector at local, national and international levels. In addition, LDP will extend its collaboration with other UN bodies (UNDP…), and other well standing training and research institutions.	Recurrent
		Carry over to 2012-2013: No

Indicators of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of agreements and partnerships with relevant entities	Signature of 4 new MoUs/agreements with relevant training institutions/ governments /foundations/private sector Companies (at least one new partner from the private sector and one new donor to support the LDP) associations of local government and development of joint programmes (Republic of Korea, China, Nigeria, Kazakhstan, France, Qatar or other) ; 3 new CIFAL centres	Partnership agreement signed with Jeju (CIFAL Jeju) , MOU with UN Water, grant from the Swedish Ministry of Foreign Affairs, Partnership Agreement signed with Algeria, MOU signed with GTZ, Cooperation Agreement signed with CITYNET, Partnership Agreement with the University of Geneva; Letter of Agreement with Devinfo/UNICEF. No new partnership with a private sector company.
(ii) Number of joint activities organized with these partners	NA	7 activities jointly with CIFAL Jeju, 2 online courses organized with GTZ, 1 activity organized jointly with CITYNET, 2 activities organized jointly with UCLG, 1 joint activity with Devinfo
(iii) Number of city to city partnerships established	At least three city to city partnerships established	1 city to city cooperation project established (between Phnom Penh and Negombo); continuation of the multi-year City to City cooperation project (between Bangkok on one hand, and Negombo, San Fernando and Palembang on the other hand) for the transfer of technology and expertise related to small sanitation

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		components –the ecotanks.

Assessment: Overall, the Programme surpassed its targets in terms of number of partnerships and agreements and joint activities. However, efforts should be pursued to further develop the Programme's donor basis, especially with the private sector, in order to further secure core programme budget.		

🔴	(d) To enhance programme outreach to local authorities in Africa through better synergies across LDP activities in Africa	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
(i) Number of joint activities (including trainings, assessment missions, and project proposals)	To develop at least 1 joint training activity with CIFAL Durban and CIFAL Ouagadougou respectively - to organise one joint activity with UCLGA	Not realized, but Panafrican network strategy developed to strengthen the CIFAL Network in Africa. CIFAL Algiers to be created in 2012, discussions with Gabon to host a CIFAL.

Assessment: Due to internal issues, CIFAL Durban has had a low rate of delivery during the period 2010-2011. This explains why joint activities with CIFAL Ouagadougou and UCLGA could not be implemented during the Biennium.		

🟢	(e) Enhance knowledge management for the Local Development Programme and the CIFAL centres for better outreach of the training programmes offered	Recurrent
		Carry over to 2012-2013: No

Indicator of achievement:	**Performance**	
	Target (as in revised budget)	**Actual**
Brochure and documentation produced, upgraded website and number of hits; one blog established	New LDP brochure published and disseminated; LDP and CIFAL websites updated and upgraded to fit the needs of end users; type and number of information exchange among CIFAL centres; common information database to all CIFAL centres established; one blog operational on the LDP website with dedicated staff to animate it.	New LDP brochure published and Disseminated; better application by LDP and CIFALs of UNITAR communication tools, progressive alignment of CIFAL websites look and feel, conduction of activities jointly organized by CIFALs, and CIFAL-to-CIFAL visits, yearly organization of the CIFAL Network steering committee meeting attended by CIFAL Directors, common information database shared with CIFAL centres established. No dedicated blog, but regular posting of News and Infocus articles on UNITAR website

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Assessment: Overall, communication and visibility has been improved: LDP communication, CIFAL Network communication, LDP-CIFAL communication, CIFAL to CIFAL communication. Application of the branding guidelines has also improved visibility of both LDP and the CIFAL Network; the different features of UNITAR website have been used in a much better way during the period 2010-2011 than during the previous biennium.

3.2 Unintended Accomplishments (i.e. not in approved revision of the programme budget)

Accomplishment: Increase number of workshops and beneficiaries		Non recurrent
		Carry over to 2012-2013: No

Indictor(s) of achievement:	Performance	
	Target (as in revised budget)	**Actual**
Hold increased number of events	N/A	Over 135 in total
Reached out increased number of beneficiaries	N/A	Over 14500 in total

Assessment:

Accomplishment: **Increase number of partners**		Non Recurrent
		Carry over to 2012-2013: No

Indictor(s) of achievement:	Performance	
	Target (as in revised budget)	**Actual**
Number of partnership developed/agreements signed	4	8

Assessment:

4. Outputs		Performance		
		Achieved	**Target**	**Actual**
🟢	Provision of high-quality training and research activities and recognized qualifications; based on RBM approach	✓		
🟡	Expansion of activities on a broader geographic scale: expansion through the CIFAL network and through specific local projects (Middle East, Asia Pacific, Africa, Central and Latin America, etc.)	**Partially achieved**		**Ongoing**
🟢	Establishment of sustainable strategic partnerships and alliances with relevant local partners and local, national and international institutions	✓		
🟢	Development of new tools dedicated to the target groups (Brochures, CD-Rom, templates, and booklet, manual)	✓		

Assessment: Overall, targeted output performance has been mostly met: quality and number of training has raised along with the number of beneficiaries reached, new partnerships have been developed with different types of stakeholders, and communication/visibility has improved. A new CIFAL was created during the Biennium (CIFAL Jeju), another one is to be created in 2012 (CIFAL Algiers), while discussions are ongoing for other CIFALs to be created, both in Sub-Saharan Africa and Latin America.

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5. Strategic Plan
I. Identify and respond more effectively to beneficiary needs Through the CIFAL network, LDP activities are naturally delivered in English, French, Spanish, Portuguese, Chinese. This allows for a very broad audience. Innovative methodologies are used: face to face, but also e-learning course, and soon blended learning. Strong activities benefiting developing countries through the CIFAL network – allowing to better identify and respond to beneficiaries needs – and online courses. Increasing network of partners **II. Enhance quality and diversity of products and services** Training offer diversified through online face to face course, online courses, seminars, conferences. visibility enhanced through regular infocus and news articles, and development of a LDP brochure as well as a brochure on LDP/Veolia Environnement partnership, better outreach attained through development of new partnerships and new CIFALs, quality of training enhanced through application of instructional design, quality control and M&E procedures, systematic alignment with ECBCheck for online course, one online course ECBCheck certified. **III. Strengthen Resource Efficiency, Effectiveness and accountability in delivering results** Progressive integration of RBM concepts, strengthening of M&E and evaluation procedures through the CIFAL network and LDP **IV. Increase autonomy** Over USD 80'000 self generated income (7% of budget in 2010, 2% only in 2011 due to greater project-based income), online courses almost working on a self-recovery scheme; signature of agreements for the implementation of new projects, advanced discussions to secure another 3-year partnership agreement with main donor, with the aim to double income from this source .
6. Performance Challenges and Lessons to be Learned
Performance challenges were experienced in two main areas: **Application of guidelines:** In renegotiating partnership agreements to cement acceptance and compliance of the new partnership guidelines, 4 of 9 CIFALs have signed. Increasing the number of CIFAL signatories has been challenging due in part to 2011 staff changes in the local development programme, which slowed momentum as new CIFAL managers needed time to ease into their roles and get to know their CIFALs. An effort has been made to educate CIFALs on the details of the new partnerships agreement reflecting the new partnership guidelines and it is envisioned that the majority of CIFALs will be in compliance in 2012. **Enhancing programme outreach:** Enhancing programme outreach has been to some degree dependent on mobilizing funds to pay for expanded CIFAL training centres as well as the creation of knowledge services and products that reach a wider audiences. In an economically challenging environment outreach has been especially hard to accomplish, however lessons learned have included the need to foster partnership building with un sister organizations, private sector and donor country partners in order to spread costs of projects and secure likely funding from donors. This extra emphasis on building robust partnerships is yielding improved mobilization outcomes, and in turn should enable more concrete results leading to better programming outreach outcomes. In addition, it is worth mentioning that performance measures were not always in alignment with indicators of achievement, making performance reporting difficult in some cases.

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international, participatory approach, methodology, training, exchange of expertise, knowledge
ovation, knowledge sharing, research on knowledge systems, open to the world, critical thinking,
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