![UNITAR - United Nations Institute for Training and Research]

Programme Performance Report

For the Biennium 2014-2015

10 February 2017

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ANNEX I: PROGRAMME PERFORMANCE BY STRATEGIC OBJECTIVE

PROGRAMME OBJECTIVES (PO)

PO 1   STRENGTHEN MULTILATERALISM

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PO1.2   Research Capacities Developed to Broaden the Participation in International Work and Debates on Global Issues

PO 2   PROMOTE ECONOMIC DEVELOPMENT AND SOCIALINCLUSION

PO2.1   Strengthen Capacities for Trade, Finance, Investment, and Intellectual Property

PO2.2   Strengthen Capacities to Address Human Mobility in the Context of Development Objectives

PO2.3   Strengthen Capacities to Development and Good Governance

PO2.4   Strengthen Capacities to Increase Employability, to Optimize the Potential of Creative Industries and to Protect Cultural and Natural Heritage

PO 3   ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT

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PO3.2   Strengthen Capacities to Manage Dangerous Chemicals and Wastes in a Sound and Sustainable Manner

PO3.3   Strengthen Governance Structures and Skills for Public Participation and Open, Transparent, Accountable and Rights-based Decision-making

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PO5.2   Develop Credible and Reliable Support Systems for Improved Disaster Risk Reduction

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FO 1   SOUND EXECUTIVE LEADERSHIP
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FO 2   STRENGTHEN PROGRAMMING FOR RESULTS
FO2.1   Further Strengthen Internal Capacities for Effective and Efficient Planning and Delivery of Results
FO2.2   Further Strengthen the Quality of UNITAR Products and Services

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ANNEX II: LIST OF REPORTED NON-PROGRAMMED RESULTS

Abbreviations

A3	Incoming, Current and Outgoing African Members of the Security Council
ACOTA	African Contingency Operations Training and Assistance Programme
ARP	Afghan Resource Person
ACP	African, Caribbean and Pacific countries
AU	African Union
BADEA	Arab Bank for Economic Development in Africa
BRS	Basel, Rotterdam and Stockholm Conventions Secretariat
CAF	Development Bank of Latin America
CAR	Central African Republic
CCP	Climate Change Programme
CDT	Core Diplomatic Training
CEDRIG	Climate, Environment and Disaster Risk Reduction Integration Guidance
CEOS	Committee on Earth Observation Satellites
CERN	European Organization for Nuclear Research
CIFAL	Centre international de formation des acteurs locaux (International Training Centre for Local Actors)
CITSS	Communication and Information Technology Support Section
COP	Conference of the Parties
CRT	Criterion referenced test
CTA	Technical Centre for Agriculture and Rural Cooperation (Lomé Convention)
CTCN	Climate Technology Centre and Network
CWM	Chemicals and Waste Management Programme
DAC	Development Assistance Countries (OECD)
DCP	Decentralized Cooperation Programme
DFS	Department of Field Services
DPA	Department for Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
DRR	Disaster Risk Reduction
ECBCheck	e-Learning Capacity Building Certification Scheme
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
EGP	Environmental Governance Programme
EMS	Events Management System
ESA	European Space Agency
ERP	Enterprise resource planning
EU	European Union
FAO	Food and Agriculture Organization
FBS	Finance and Budget Section
FO	Functional Objective
GA	General Assembly
GCP	Green Development and Climate Change Programme
GDACS	Global Disaster Alert and Coordination
GE	Green Economy
GEF	Global Environment Facility

GFMD	Global Forum on Migration and Development
GHS	Global Harmonized System
GIS	Geographic Information System
GWP	Global Water Partnership
HA	Humanitarian Assistance
HFA	Hyogo Framework for Action
HO	Hiroshima Office
HRS	Human Resources Section
KSI	Knowledge Systems Innovation
EIFPA	Public Finance Institute of Argentina
ICAO	International Civil Aviation Organization
IETC	International Environment Technology Centre (UNEP)
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
KPI	Key Performance Indicator
KSI	Knowledge Systems Innovation Section
LDC	Least-developed Country
LLDC	Land-locked Developing Country
MDP	Multilateral Diplomacy Programme
MEA	Multilateral Environmental Agreement
MEFMI	Macroeconomic and Financial Management Institute
M&E	Monitoring and Evaluation
MHUV	Ministère de l'Habitat, de l'Urbanisme et de la Ville (Algérie)
MIA	Mercury Initial Assessment
MOOC	Massive Open Online Course
Nano	Nanotechnology
NAP	National Adaptation Plans
NGO	Non-governmental Organization
NM	Not measured
NYO	New York Office
OCHA	Office for the Coordination of Humanitarian Affairs
OED	Office of the Executive Director
OHCHR	Office of the High Commissioner for Human Rights
QAC	Quality Assurance Committee
PAGE	Partnership for Action on Green Economy
PCB	Polychlorobiphenyls
PHPO	Port Harcourt Project Office (UNITAR)
PFTP	Public Finance and Trade Programme
PRM	Partnership and Resource Mobilization Section
PMCP	Peacemaking and Conflict Prevention Programme
PO	Programme Objective
POPs	Persistent Organic Pollutants
PPR	Programme Performance Report
PPRS	Planning, Performance and Results Section
PTDF	Petroleum Technology Development Fund
PRTR	Pollutant Release Transfer Registrar
PTP	Peacekeeping Training Programme
QAC	Quality Assurance Committee
QAF	Quality Assurance Framework

REACH	Registration, Evaluation, Authorization and Restriction of Chemicals
RBM	Results-based Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RTI	Research and Training Institute
SAICM	Strategic Approach to Integrated Chemicals Management
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goal
SG	Secretary-General
SIDS	Small Island Developing States
SPG TT	Special Purpose Grant Tracking Tool
SRSG	Special Representatives of the Secretary-General
ToT	Training of Trainers
UN CC:Learn	One United Nations Climate Change Learning Partnership
UNCTAD	United Nations Conference on Trade and Development
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNDP	United Nations Development Programme
UNOSAT	UNITAR Operational Satellite Applications Programme
VLE	Virtual Learning Environment
WAIFEM	West African Institute for Financial and Economic Management
WCDRR	World Conference on Disaster Risk Reduction
WHS	World Heritage Sites
WTO	World Trade Organization

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Executive Summary

This report records actual programme performance against planned performance based on the indicators of achievement (outcomes) and planned outputs of the revised 2014-2015 programme budget. Out of the 138 outcome indicators, 51 per cent were recorded as either having been surpassed or met within 10 percent of target, while 19 per cent were partially achieved and 17 per cent were not achieved. Out of the 169 planned outputs, 60 per cent were recorded as either having been surpassed or met within 10 percent of target, while 27 per cent were not achieved. A number of outcome and output indicators were not measured, and 30 non-programmed results accomplishments/outputs were reported.

Trained beneficiaries are by far the Institute's leading, final output. Over the course of the 2014-2015 budget cycle, UNITAR registered a record number of 73,610 beneficiaries, exceeding by far the number of planned beneficiary outputs in the programme budget and representing the greatest outreach ever recorded in the history of the Institute. Beneficiaries from training-related events numbered 45,589, while the number of knowledge-sharing beneficiaries registered from conferences, side events and public lectures was 28,021. Seventy-seven per cent of training-related beneficiaries came from developing countries, with approximately half of this grouping represented by beneficiaries from countries in special situations, including the Least Developed Countries, the Landlocked Developing Countries and the Small Island Developing States. The overall male to female ratio for the biennium was 65 to 35 (and 57 to 43 without counting peacekeeping training).

The Institute delivered an increasing number of events over the course of the biennium, with 2015 marking an all-time high of 487 events and 2,152 cumulative 'event days'. Online learning continues to represent an important delivery modality, with some 45 per cent of beneficiaries from events with specific learning outcomes trained through e-courses and webinars. Over the course of the 2014-2015 cycle, UNITAR further strengthened its partnership strategy, with some 81 per cent of training-related beneficiaries taking part in events organized with partners.

Beneficiary feedback from UNITAR's learning services continued to be positive, with respondents agreeing or strongly agreeing that training events were job relevant (88 per cent), that information was new to them (75 per cent), that there was intent to use the information (90 per cent) and that the events were considered as overall useful (92 per cent). The number of learning event participations, completions and certifications for the biennium stood at 39,309 participations and 28,901 completions, with a completion rate of 74 per cent. Of the sampled participants, 82 per cent and 79 per cent of respondents confirmed having applied/transferred knowledge/skills in 2014 and 2015, respectively.

In addition to beneficiaries from training events and knowledge-sharing conferences, the Institute also delivered a number of other outputs, including 628 satellite imagery derived maps and reports to support the international humanitarian community covering both natural disasters and conflict situations.

While overall performance is satisfactory for the biennium, the Institute encountered a number of challenges which explain non- or under-achievement of planned results related to donor funding and project delivery delays with implementing partners. These and other performance challenges are discussed more thoroughly in the report, and several important lessons to be learned are also identified.

Introduction

1. The Programme Performance Report for the 2014-2015 Biennium presents the results of the fourth performance reporting exercise that UNITAR has undertaken since results-based programme budgeting was introduced in 2008. The report compiles performance information from all UNITAR offices, programmes, sections and units (collectively, divisions) specifying expected results in the revised 2014-2015 programme budget, in accordance with the respective high-level programme and functional objectives. In addition to recording an assessment of expected accomplishments, the report also includes ratings against output targets and lists any non-programmed results (i.e. outcomes or outputs not included in the revised budget) that have been achieved.

Methodology

2. Programme performance reporting is a key element of the Institute's accountability framework and is undertaken by managers as a self-assessment exercise using a harmonized reporting format. Based on the actual performance reported by UNITAR divisions, the Planning, Performance and Results Section (PPRS) assigned traffic light ratings to each expected accomplishment (outcome) indicator and output recorded in the revised programme budget. In addition to the green, yellow and red traffic light codes used in previous reporting periods, an amber coloured rating was added to the present report. In contrast to previous exercises, the report presents the Institute's performance on the basis of the programme and functional objectives as opposed to performance on a programme by programme basis.

Table 1: Performance Reporting Traffic Light Indicators

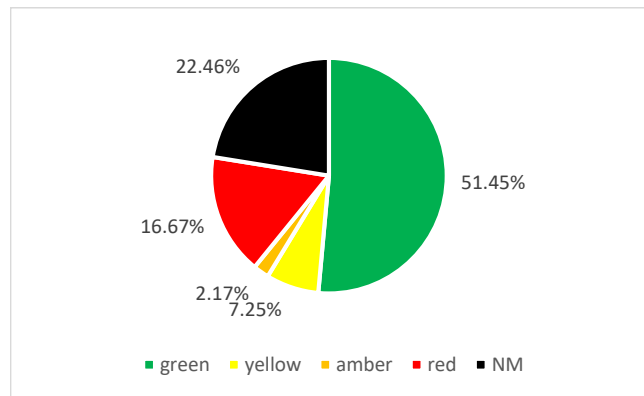| 🟢	🟡	🟠	🔴	⚫
Target surpassed or met within 10%	achieved (from 10% - 25% of target)	Achieved (from 26% - 44% of target)	Not achieved (less than 45% of target)	Not measured or reported

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

Summary of Achievements

4. The Institute planned to achieve 92 accomplishments (outcomes) for the 2014-2015 biennium (measured against a total of 138 performance indicators), including 65 and 27 accomplishments under the budget's programme and functional objectives respectively. Forty-six of the 65 programme-related accomplishments (or 70 per cent) are learning-related (e.g. development of knowledge, skills, attitudes or awareness).

5. As shown in Table 2 and Chart 1 below, 71 accomplishment indicators (or 51 per cent) were recorded by management as either having been surpassed or met within 10 percent of target, 10 (or 7 per cent) partially achieved within 25 per cent of target, 3 (or 2 per cent) within 44 per cent of target and 23 (or 17 per cent) not achieved. Thirty-one expected accomplishment indicators (or 22 per cent) were not measured or recorded.

Table 2

Performance Against Accomplishment Target Indicators					
🟢	🟡	🟠	🔴	⚫	Total
71	10	3	23	31	138

Chart 1: 2014-2015 Expected Accomplishments

- 22.46%
- 51.45%
- 16.67%
- 2.17%
- 7.25%

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6. As shown in Table 3 and Chart 2 below, 101 outputs (or 60 per cent) were recorded by management as either having been surpassed or met within 10 percent of target, 12 (or 7 per cent) partially achieved within 25 per cent of target; 1 (or 0.5 per cent) within 44 per cent of target and 45 (or 27 per cent) not achieved. Ten planned outputs (or 6 per cent) were not measured or recorded.

Table 3

Performance Against Output Target Indicators					
🟢	🟡	🟠	🔴	⚫	Total
101	12	1	45	**10**	**169**

Chart 2: 2014-2015 Planned Outputs

- 5.92%
- 26.63%
- 0.59%
- 7.10%
- 59.76%

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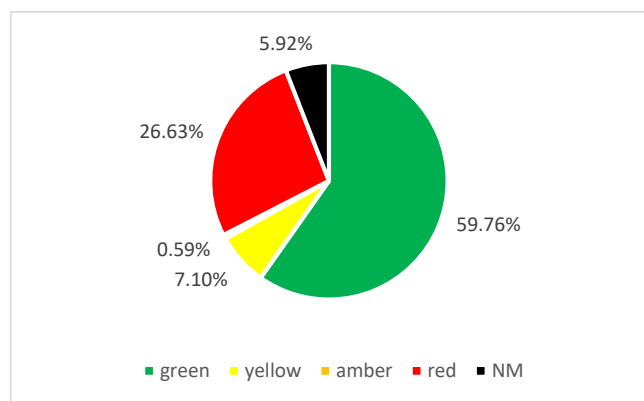
7. Annex I provides a breakdown of accomplishment and output ratings by strategic and functional objectives. As with previous programme budgets, the nature of accomplishments and outputs varies considerably. In addition to external results (e.g. strengthened individual and institutional capacities of beneficiaries in the major thematic areas of the Institute's programming), a number of accomplishments reflects in-ward looking outcomes, such as the maintenance of sound financial statements, improved accountability for delivering results, or increased cost-effectiveness of IT solutions and plans.

8. As shown above, a number of accomplishment and output areas were not measured or reported. Reasons for non-measurement/non-reporting may include technical difficulty, lack of readily available data or time constraints in measuring the indicators.

Non-programmed Results

9.   Divisions reported a total of 30 non-programmed results accomplishments/outputs (i.e. not included in the revised 2014-2015 programme budget). Non-programmed results were both outward- and inward-looking and include, for example, strengthened capacities of high-level officials in preparation for participation in peace/security-related bodies (Peacekeeping Training Programme); strengthened capacities on governance and sustainable development related topics through e-Learning (Decentralized Cooperation Programme); or strengthened knowledge and skills regarding transparency in the public service, anti-corruption, leadership, change management in the Sahel region (Hiroshima Office). A number of non-programmed results were also recorded under the functional objective areas, the most significant being the migration to the Atlas ERP system. A complete list of non-programmed results reported by divisions is attached as Annex II.

Leading Output - Beneficiaries

10.   Beneficiaries from training-related and knowledge-sharing events are the Institute's leading output. UNITAR provided training and knowledge-sharing services to 73,610 beneficiaries during the 2014-2015 biennium, representing the third consecutive two-year budget cycle in which the 50,000 benchmark was surpassed and the largest number of recorded beneficiaries in the Institute's history.[1]

11.   This number exceeded by far the number of planned beneficiary outputs, as illustrated in Charts 3 and 4 below. This discrepancy is due, in part, to a higher than planned number of participations under the environment and peace clusters of the programme budget and in particular from the African Contingency Operations Training and Assistance Programme (ACOTA) training workshops for African peacekeepers and the UN CC:Learn introductory e-courses on climate change. Chart 4 illustrates an additional 33,420 beneficiary outputs recorded in the Institute's Event Management System (EMS). These additional beneficiaries may have resulted from non-programmed training activities and/or knowledge-sharing outreach events such as conferences, public lectures or side-events not recorded in the programme budget.

Chart 3: 2014-2015 Planned v. Actual Beneficiary Outputs by Programme Objective Area
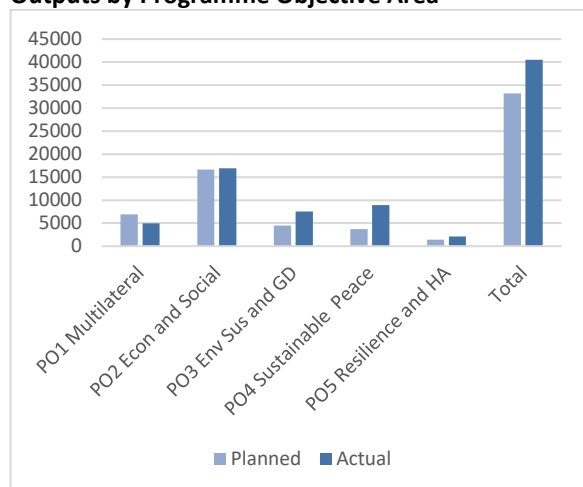

**Chart 4: 2014-2015 Planned v. Actual and Additional Beneficiaries**

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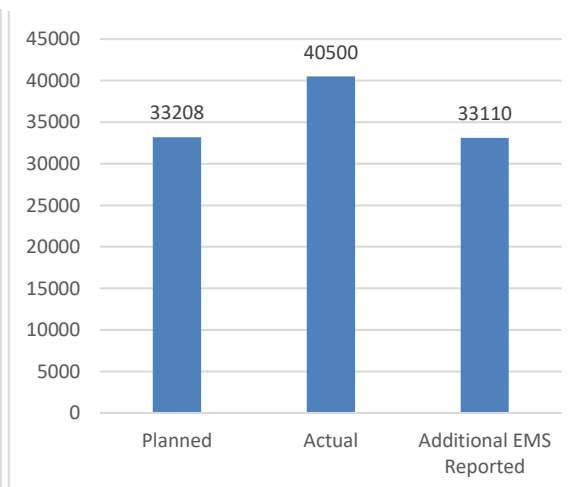
[1] This figure is inclusive of all UNITAR divisions, in addition to the Global Network of International Training Centres for Authorities and Leaders (CIFAL). The figure is adjusted slightly downward from previously reported figures due to calculation errors in the Events Management System. The figure does not include beneficiaries from seven events from three divisions (CIFAL, CCP and DCP) in which the participants were not reported.

12. As shown in Chart 5, the number of beneficiaries from training-related events organized by UNITAR increased during the biennium, from 16,811 to 28,778 (71 per cent increase), while the number of conference knowledge-sharing beneficiaries decreased from 17,146 to 10,875 (37 per cent decrease).[2] The overall number of beneficiaries increased from 34,267 to 39,653 (16 per cent) over the course of the biennium. This shift is very much in line with the priority that UNITAR places on training-related programming and is reflected also in the number and proportion of events days (Charts 7 and 8 on page 5).

13. UNITAR also delivered an increasing number of events over the course of the biennium, with 2015 marking an all-time high of 487 events, as shown in Chart 6. Seventy-six per cent of UNITAR events are training-related, and 65 per cent of all events (and 84 per cent of training-related) are developed with specific learning objectives.[3] Fifty-two per cent (or 320 events) of learning-specific events include an objective assessment of learning. Broader knowledge-sharing outreach events, such as conferences, public lectures and side events, represent a smaller share, at 23 per cent, of all events recorded during the biennium.

Chart 5: Number of Beneficiaries
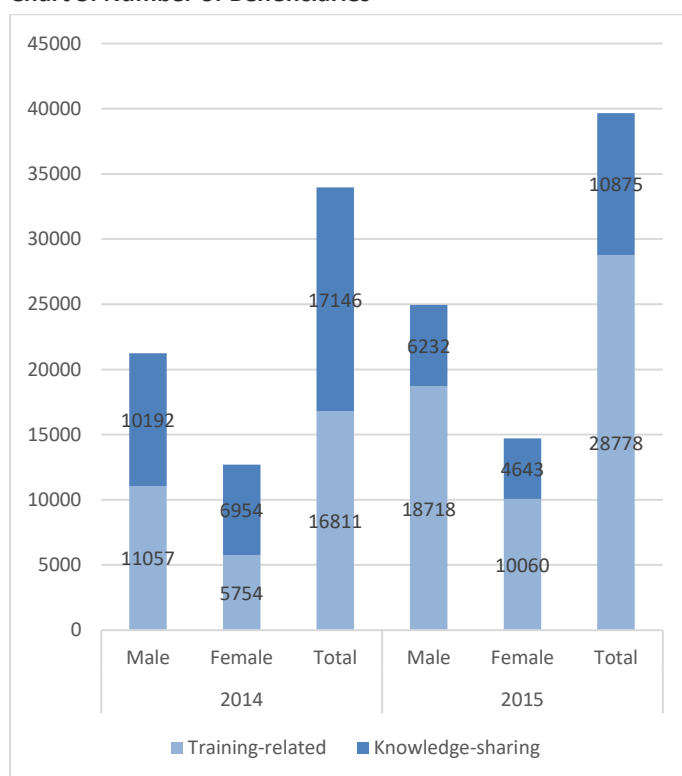
Chart 6: Number of Events
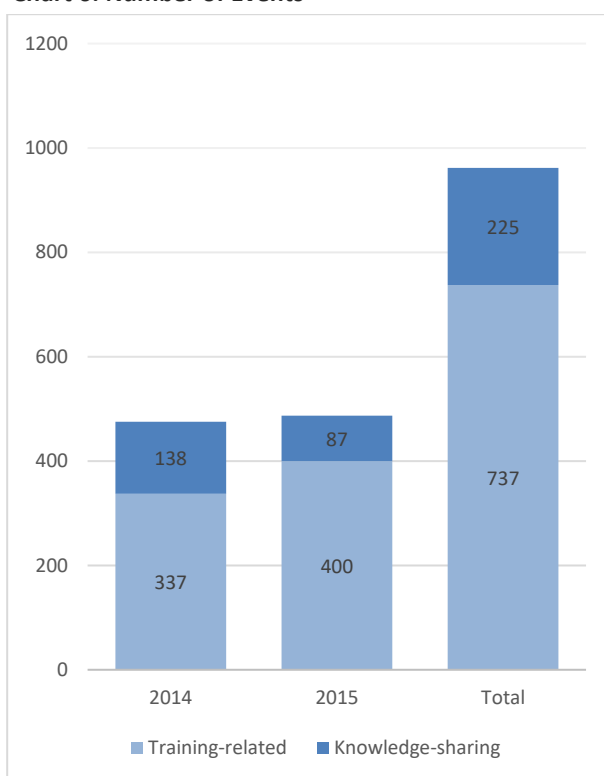
14. UNITAR delivered a total of 4,301 'event days' over the course of the 2014-2015 biennium, 88 per cent of which were training-related (see Charts 7, 8 and 9).[4] The breakdown both in terms of numbers and types of events varies widely across UNITAR divisions, as illustrated in Chart 9. Some programme areas, such as Knowledge Systems Innovation, Multilateral Diplomacy and Peacekeeping, focus entirely or almost entirely on training-related events and outputs (many of which were specific to learning outcomes), whereas other programmes, such as the Climate Change Programme, the Hiroshima Office

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[2] The earlier reported figure of 16,929 training-related beneficiaries for 2014 is adjusted to 16,811. The overall number of beneficiaries for 2014 is adjusted to 33,957.

[3] Training-related events include briefings, courses, fellowship programmes, meetings, retreats, seminars and webinars. Not all training-related events include specific learning objectives. Broader knowledge sharing events include conferences, public lectures, side events and 'other' events.

[4] Number of events recorded independent of beneficiaries. Seven events were recorded without beneficiaries: 5 DCP, 1 CIFAL and 1 GCP.

and UNITAR Operational Satellite Applications Programme (UNOSAT), engage in a mixture of training-related and broader knowledge-sharing events and outputs.
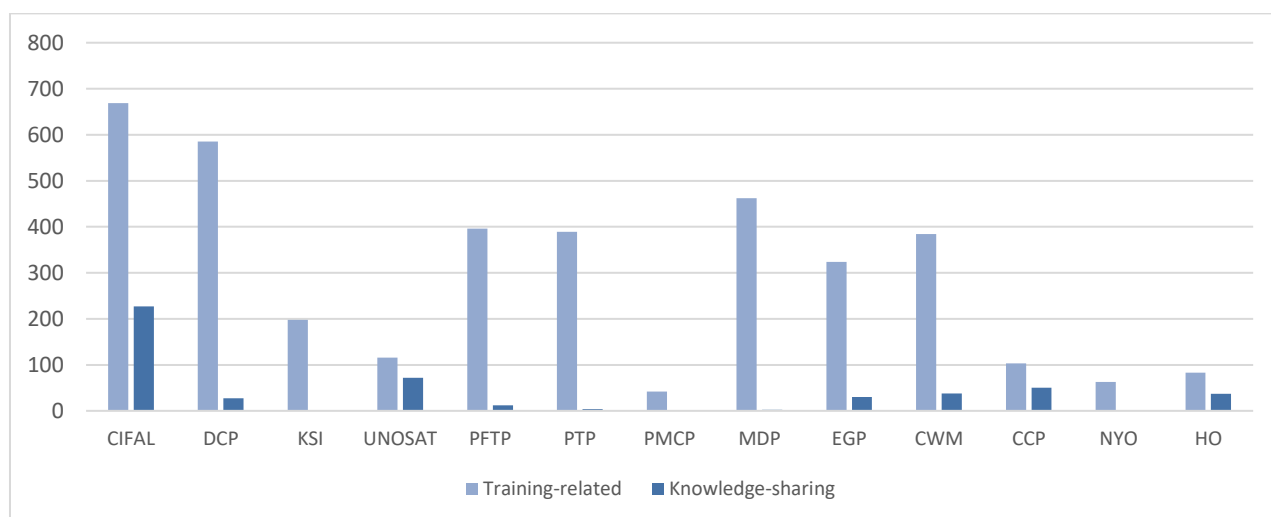
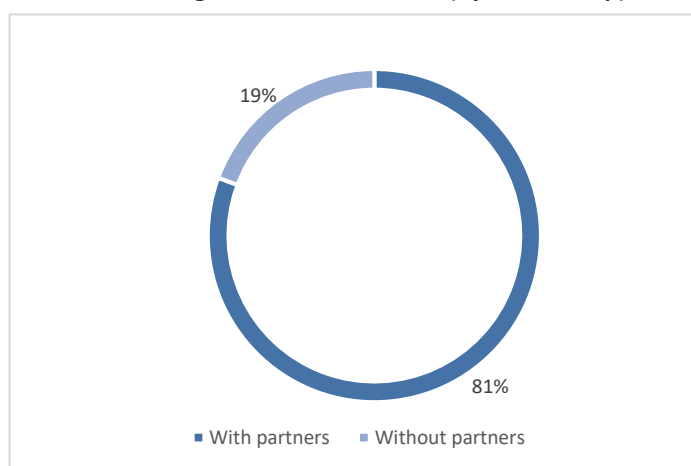**Chart 7: Number of Event Days**
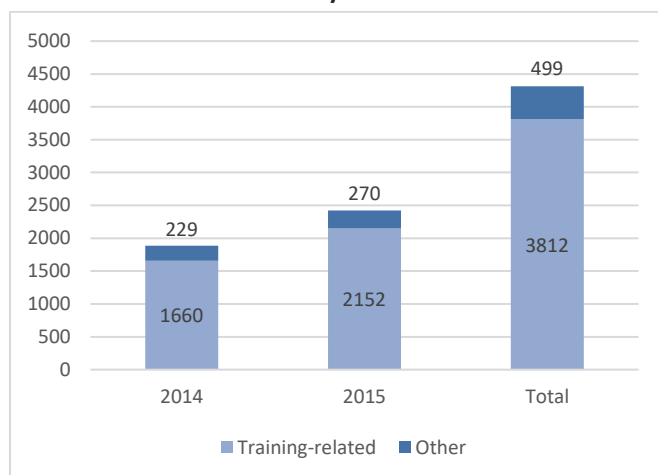
Chart 8: Proportion of Training-related Event Days
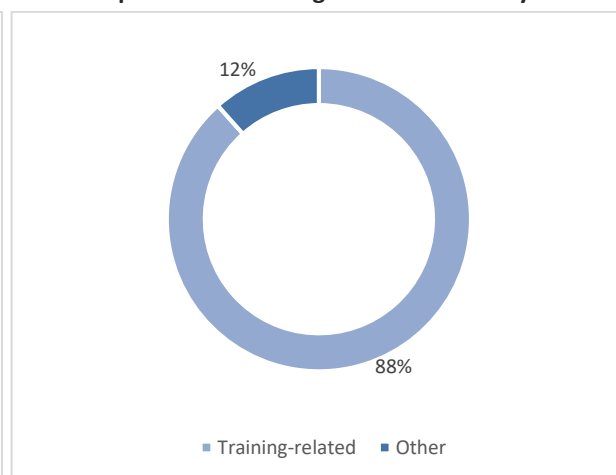
Chart 9: 2014-2015 Event Days Distribution by UNITAR Division

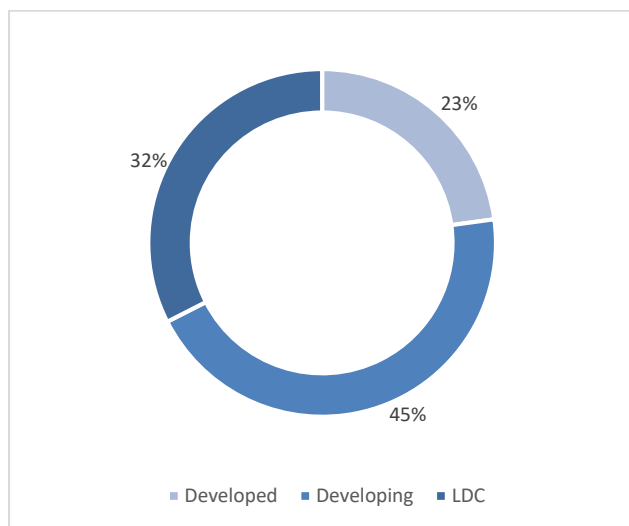**Chart 10: Training-related Beneficiaries (by Partnership)**

15. The Institute's emphasis on partnerships continues to strengthen, with 36,766 (or 81 per cent) training-related beneficiaries taking part in events implemented with partners during the biennium, up from 64 per cent) during the 2012-2013 cycle (see Chart 10). Partners have included organizations as diverse as other United Nations agencies, regional organizations, national training institutes, foundations, universities, non-governmental organizations and the private sector.

16. The Institute targets primarily beneficiaries from developing countries (see Chart 11), with 77 per cent of training-

related beneficiaries coming from this grouping (and 32 per cent of all beneficiaries coming from the Least-developed Countries (similar to 2012-2013). Chart 12 illustrates the breakdown within the group of developing countries. The proportion of beneficiaries from countries in special situations, comprising the LDCs, Land-locked Developing Countries (LLDCs) and the Small Island Developing States (SIDS), accounts for half of developing country beneficiaries.

Chart 11: Beneficiary Breakdown (Development Status)

Chart 12: Beneficiary Breakdown (Developing Countries)
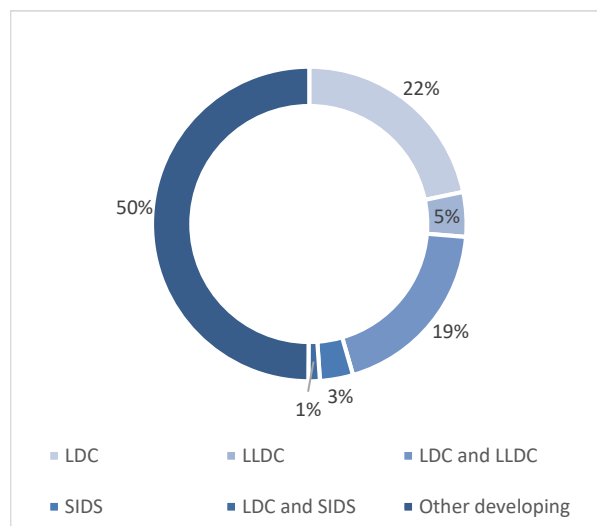
17.   As shown in Chart 13, the largest proportion of training-related beneficiaries comes from Africa (41 per cent), followed by Latin America and the Caribbean (21 per cent), Asia and the Pacific (18 per cent), Europe (13 per cent) and Middle East and North America at 2 and 5 per cent, respectively.

Chart 13: Beneficiary Breakdown (Region)
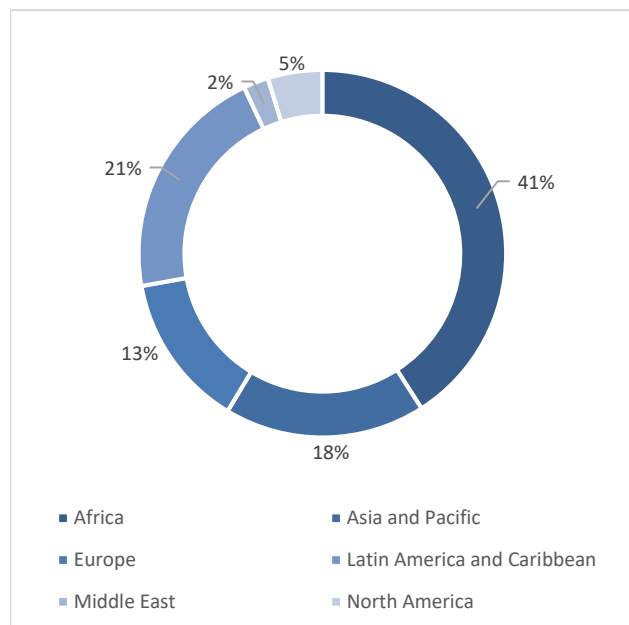
Chart 14: Beneficiary Breakdown (Region and Gender)
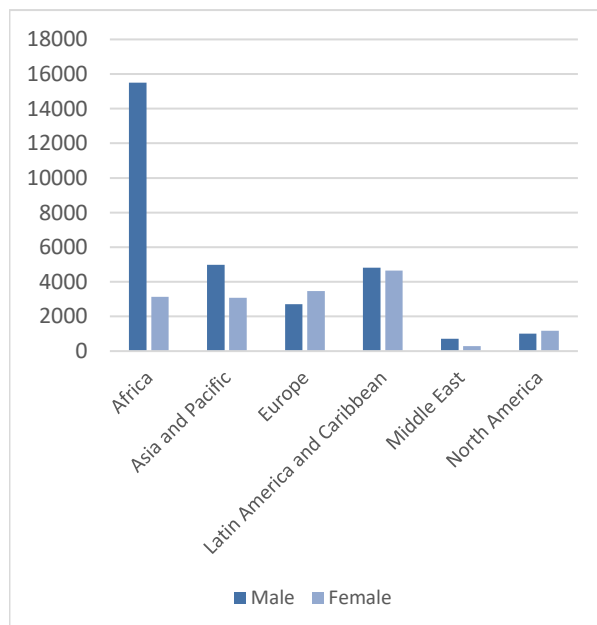
18.   The distribution of beneficiaries by sex within the regional breakdown (Chart 14) is relatively balanced, with the exception of Africa, which is due primarily to the high number of African military and policy personnel enrolled in the ACOTA peacekeeping training events. The overall male to female ratio for the 2014-2015 biennium stands at 65-35 (and 57-43 without peacekeeping training beneficiaries). As shown in Charts 15 and 16, government-affiliated beneficiaries represent the

largest proportion of training-related participations, and equally the affiliation with the greatest gender disparity (again largely attributed to the training targeting African peacekeepers).

**Chart 15: Beneficiary Breakdown (Affiliation)**
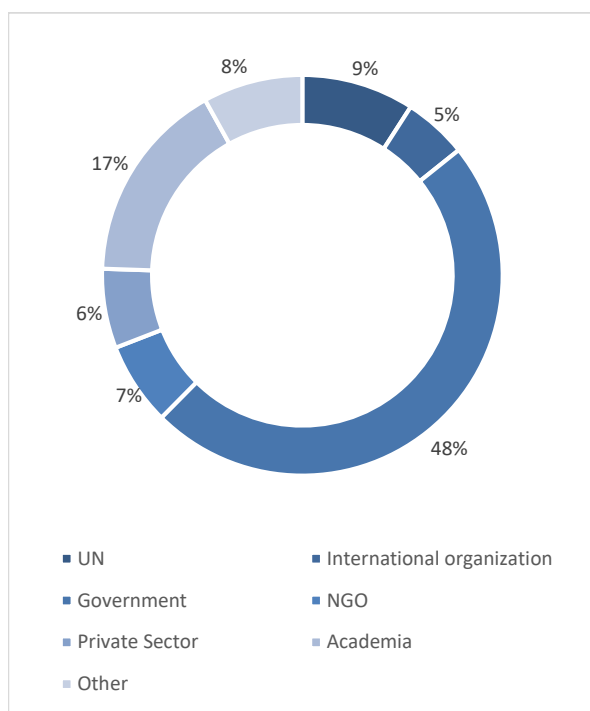
Chart 16: Beneficiary Breakdown (Affiliation and Gender)
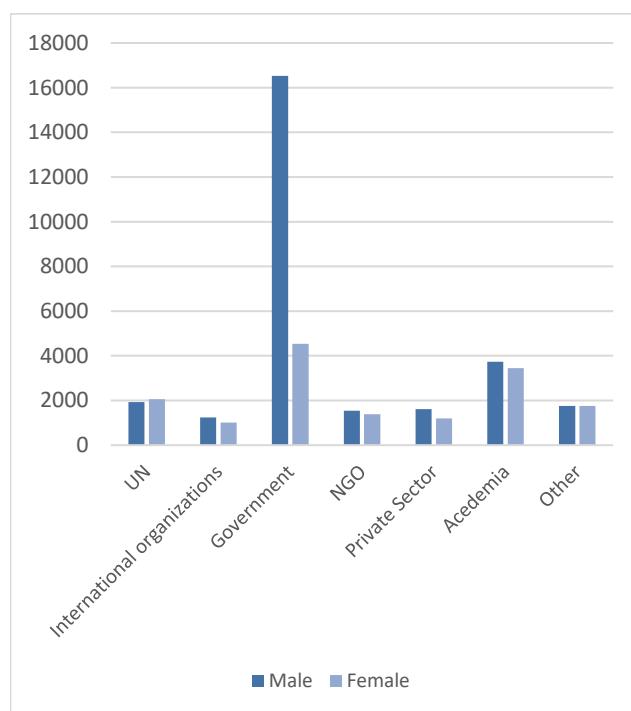
19. Online learning continues to represent an important medium in which UNITAR delivers its training. Over the 2014-2015 biennium, UNITAR delivered events through e-Learning to over 17,000 participants across the globe, which represent close to 45 per cent of all UNITAR 'learner' beneficiaries. As a mode of delivery, e-Learning accounts for nearly 60 per cent of all training courses (see Chart 17). With less than two per cent of beneficiaries recorded from blended initiatives, the potential benefits of this form of training remain to be harnessed.

Chart 17: Beneficiaries (Learning Delivery)
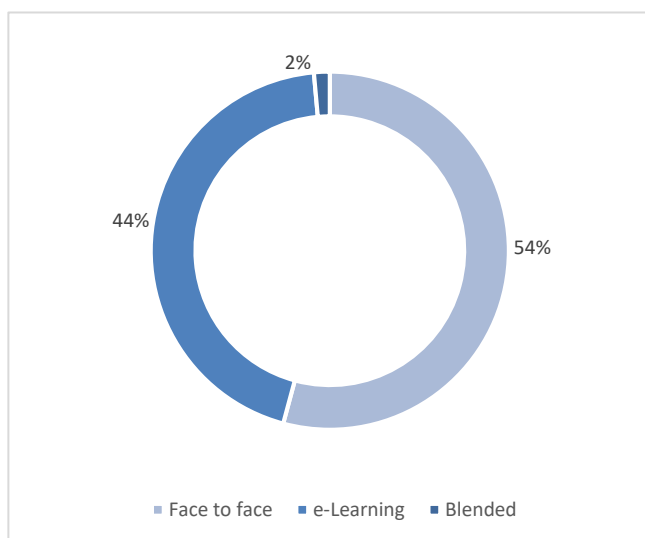
20. The number of learning event participations, completions and certifications for the biennium stands at 39,309 participations and 28,901 completions, with a completion rate of 74 per cent. Of the Institute's 617 events with specific learning outcomes, 346 (or 56 per cent) included an objective assessment of learning (usually in the form of a post-test or criterion reference test (representing 20,550 (or 57 per cent) of all learning beneficiaries).

21. The Institute revised its certification policy in January 2014 limiting the issuance of certificates of completion to beneficiaries meeting certification requirements of events with learning outcomes and which included some form of objective assessment. As Chart 18 below illustrates, most beneficiaries completing learning events with objective assessments have met the

requirements for certification of completion. Certification of completion rates varied little across sex, although the 2014 rate was considerably higher than the 2015 rate (at 85 and 47 per cent respectively).[5]

Chart 18: Learning Event Certifications (Objective Assessment)
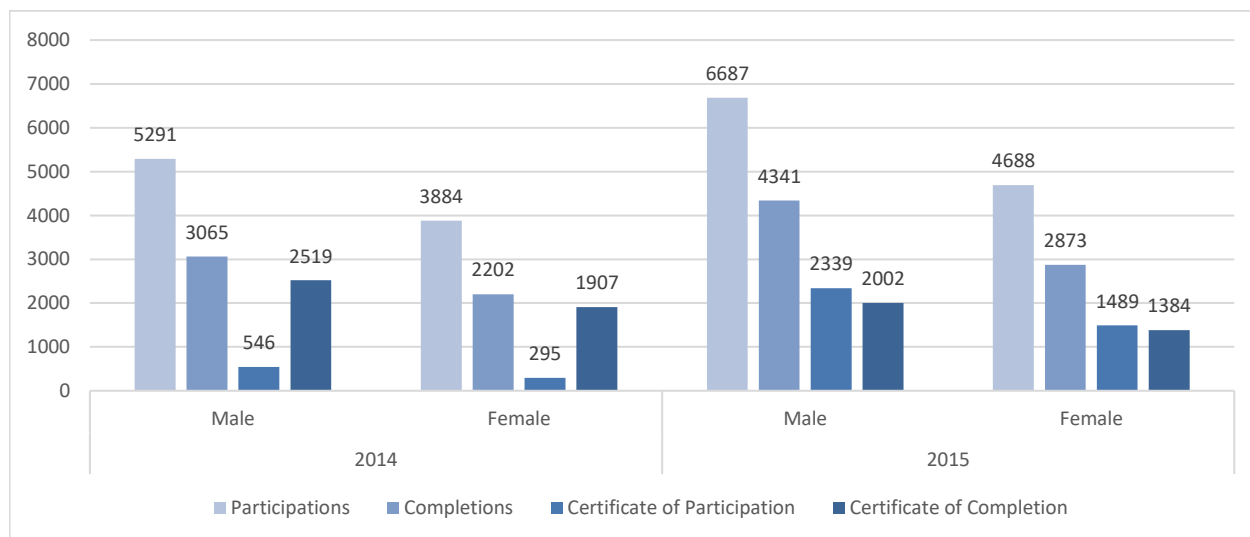
22.   UNITAR continues to monitor feedback from beneficiaries with a view to assessing its training services across four key indicators: job relevance, newness of information, intent to use and overall usefulness. Of 617 learning events delivered to 41,449 participants during the biennium[6], feedback from respondents continued to reflect a high degree of appreciation with (and value in) UNITAR training services. Based on data collected (see Chart 19), respondents agreed or strongly agreed that training was job relevant (88 per cent), that information was new to them (75 per cent), that it was likely they would use the information (90 per cent) and that the event was considered to be overall useful (92 per cent). The sex-disaggregated results (not shown) for 2014-2015 showed very little if any difference in the ratings.

Chart 19: Beneficiary Feedback

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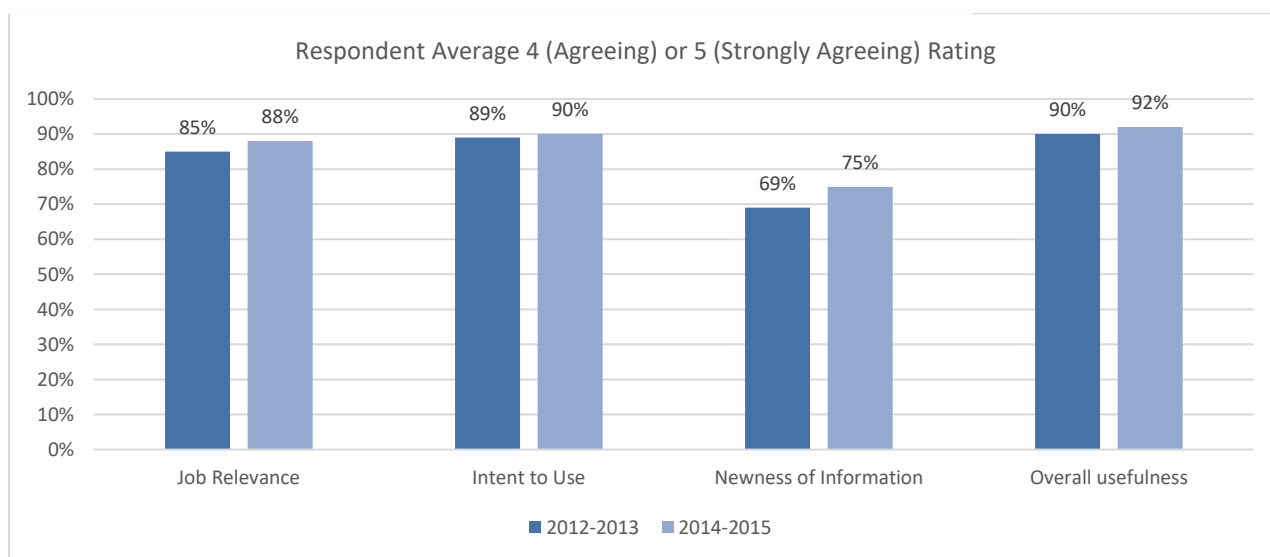
[5] This difference may be attributed to reporting errors in 2014 with the revised certification policy change taking effect on 1 January 2014.
[6] Data was taken from 25,038 participants and 484 events in which feedback evaluation was recorded, representing 80 per cent of all learning events. The average response rate was 50 per cent.

23. UNITAR administered an online questionnaire to randomly sampled participants from 2014 and 2015 learning events to measure the extent to which knowledge/skills acquired through UNITAR training has been transferred/applied to participants' workplaces. Of the sampled participants, 82 per cent and 79 per cent of respondents confirmed having applied/transferred knowledge/skills in 2014 and 2015, respectively (see Chart 20).[7] Of those respondents, 36 per cent and 37 per cent indicated that transfer/application was on a frequent basis and 40 per cent and 39 per cent on an occasional basis for 2014 and 2015, respectively. The leading promoters of application/transfer were opportunity to apply and importance to job success, and the top two barriers were lack of opportunity and lack of time. Application rates varied in 2015 by sex and affiliation, with 81 per cent and 74 per cent of male and female respondents affirming application, respectively.

Chart 20: Application of Knowledge/Skills
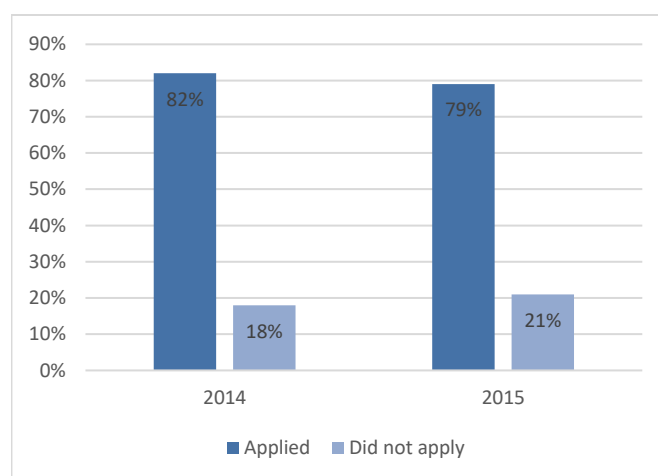
Other Outputs

24. Parallel to emphasis being placed on training and learning-related outputs, the Institute has also produced a number of other products and services, the most noteworthy being the rapid mapping imagery and analysis undertaken by UNOSAT. Over the course of the biennium, 628 satellite imagery derived maps and reports were produced to support the international humanitarian community, covering both natural disasters and conflict situations, such as floods in Chad, Myanmar and Pakistan (UNDP, OCHA), a landslide in Afghanistan (OCHA and UNESCAP) and damage assessments in Gaza and Syria.

25. Other non-beneficiary outputs produced include continued research in partnership with the University of Geneva and CERN on the cloud and crowd sourcing methodologies, with the Geotag-X receiving international recognitions in 2014; research related to the post 2015 disaster risk reduction framework; the development on an online knowledge assessment of the Global Water Partnership for Southern Africa Water, Climate and Development Training Programme; the development of an online repository of UN rules of procedure; and the publication and dissemination of various knowledge products, including Strengthening the Practice of Peacemaking and Preventive Diplomacy in the United Nations: The UNITAR Approach.[8]

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[7] Based on sample sizes of 1,300 and 3,000 participants from 2014 and 2015 learning events, respectively. Only events with valid participant email addresses were included in the study.
[8] This list is non-exhaustive. Other outputs include those produced by the functional support services.

Performance Challenges and Lessons to be Learned

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

27. External factors include:

- the delay, decrease or withdrawal of committed donor funding, or the failure to mobilize pledged or anticipated donor funding for projects;
- the delay in project delivery by implementing partners funded through grant arrangements;
- the proposed consolidation of the United Nations research and training institutes, which was initiated in 2012 as part of the Secretary-General's Change Management/Implementation Plan and continued into the 2014-2015 biennium, which created a period of institutional uncertainty; and
- the migration of the Secretariat's Integrated Management and Information System (IMIS) ERP system to Umoja, requiring UNITAR to quickly identify an ERM solution meeting its organizational particularities and needs.

28. Internal factors include:

- human resource-related events or constraints (e.g. changes in the management of several programmes, including the Chemical and Waste Management, Climate Change and International Law programmes, the New York Office, as well as the closure of the Environmental Governance Programme and the integration of its programming components into other divisions; limited number of staff and staff stability, and continued reliance on and frequent turn-over of gratis personnel such as interns, trainees and collaborators requiring much effort and time to identify, 'on-board' and supervise such personnel); staff slowly adapting to or accepting new systems, guidelines and approaches e.g. regularly confirming beneficiary outputs or delayed programme reporting; applying quality assurance guidelines or following up on recommendations, or meeting deadlines to enable functional divisions to provide required services on-time;
- administrative and finance-related factors (e.g. managing a large number of donors with varying financial and narrative reporting modalities, requiring greater allocation of human resources to address matters that would normally be necessary; limited access to activity funds for the functional/support divisions, given financial constraints for Management to operate within the programme support budget based on cash availability; the excessively fragmented number of project accounts creating administrative and financial inefficiencies with a high volume of allotment transactions, reporting and other processing requirements);
- organization-related factors (e.g. IT upgrading and migration to new platforms, such as the EMS, requiring additional testing to ensure accuracy in the reporting of events and beneficiaries; additional tasks/responsibilities placed on some divisions as the result of post vacancies, such as the review and clearance of a large number of partnership agreements processed by the Finance and Budget and the Planning, Performance and Results sections); and
- programme planning-related factors, such as seizing non-programmed project opportunities or initiatives which produced, directly or indirectly, non- or under-achievement of planned results; specifying overly ambitious indicators or performance measures at the outcome or output levels, which may have prevented some of the expected accomplishments or planned outputs from not having been achieved.

29.   As with the previous biennium, the Institute has identified several important lessons to be learned, including the need to ensure that:

- planned programming is rooted in the strong likelihood that earmarked projects will be funded, that performance targets are set realistically and that associated risks and contingency plans are developed appropriately. In many external environments in which the Institute operates, close monitoring of 'on-the-ground' political, security and other realities, risk management and flexibility are crucial to effective programming;

- sufficient technical expertise is integrated in the design stages of projects, particularly those requiring IT or other technical inputs, and that all project stakeholders, including the donor, are kept aware of the time and/or budgetary consequences in the event there are changes to the scope of a project during roll-out/implementation;

- project monitoring is regularly undertaken and in the event of implementation challenges or staff changes to project or programme personnel, a more thorough review with modifications to work planning and outputs is discussed and agreed with project stakeholders. In the event of managerial changes to a programme, the preparation and dissemination of a thorough hand-over brief with a comprehensive reporting of results is also instrumental to succession planning; and

- financial reporting is minimized to the extent possible for small scale projects, given the limited capacity of the Institute's Finance and Budget Section and the large number of earmarked projects requiring financial reporting.

PO1		STRENGTHEN MULTILATERALISM							
1.1		Empower Delegates for Effective Participation in Intergovernmental Debates and Decision-making							
			Accomplishments			Outputs			
Programme		**Accomplishment**	**Accomplishment Indicator**	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	**Assessment Observation**
MDP	(a)	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates in Geneva and Vienna	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	88% 🟢	(i) Knowledge and skills development training delivered to Member State delegates	600	595 🟢	From January 2014 to December 2015, 24 CDT activities were implemented in Geneva, Rome and Vienna, with the aim to strengthen participants' capacity to enhance performance in the field of multilateral diplomacy. After each event an evaluation was circulated amongst the participants in order to assess whether these activities enhanced their knowledge about the course topic. 88% of respondents confirmed having met the course objectives mostly or fully.
		Increased awareness of the Post 2015 development agenda	(i) Percentage of beneficiary respondents agreeing of strongly			(i) Awareness raising delivered to delegates of UN Member States	800	806 🟢	The revised performance measure (75%) has been surpassed. 85% of participants confirmed that the training activities contributed to increase their awareness of the course subject. 244

MDP	(b)	development agenda process among Member States and other stakeholders	agreeing or strongly agreeing that their awareness of the subject matter has increased	75%	85% 🟢	(ii) Awareness raising delivered to diplomats and other stakeholders at the country level through MOOC	1000	147 🔴	course subject. 344 beneficiaries from the Post 2015 were delivered in NY in collaboration with the NY Office, although only 147 stakeholders completed the MOOC on the Post 2015 development agenda.
MDP&KSI	(c)	Increased awareness of country officials of substantive topics of international law	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	70%	NM ⚫	(i) Awareness raising training delivered to diplomats and other government officials	600	304 🔴	In March of 2015, the international law portfolio was transferred to KSI. From Jan 2014 through February 2015, MDP produced 304 beneficiaries; from March 2015 to December 2015, KSI produced 145. The final outcome indicator was not measured.
MDP	(d)	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	82% 🟢	(i) In-country tailor-made capacity building programmes or training activities delivered for delegates of UN Member States	18 programmes, 400 delegates	29 programmes 548 delegates 🟢	MDP has implemented 29 in-country training activities. MDP has delivered awareness raising e-learning courses for 1,044 country-based diplomats and other government officers and has improved the instructional design of 3 on-line courses with Articulate Storyline. MDP has also made available the United Nations Rules of Procedure Repository Platform by which users can find hyperlinks to
						(ii) Awareness raising training delivered to country-based diplomats and other government officers through e-Learning courses	1,200	1,044 🟡	

					(iii) Development of training tools, instructional design for 2 to 5 new courses	Binary	Achieved 🟢	relevant Rules of Procedure web pages.
CCP, MDP	(e)	Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes	(i) Percentage of African and Caribbean LDCs' UNFCCC negotiating positions that reflect national development priorities	50%	NM ⚫	(i) Training delivered to African and Caribbean LDC climate change country delegates through 4 workshops	100	99 negotiators trained 🟢	Francophone and Anglophone LDC climate change delegates have been oriented and trained to participate effectively in key negotiations in the lead up to COP 21 in Paris. This included two types of events firstly targeting emerging/junior negotiators, and the second focussed on senior negotiators. Similar post COP 21 trainings are planned for the coming year. More generally it is important to note that the scope of this work was reduced significantly by UNDP during the year so that UNITAR was only required to deliver the training elements and not the information briefs or the technical assistance.

 MDP has implemented 13 training activities on climate change diplomacy aimed at country delegates (including face-to-face and online training |
						(ii) Training delivered to other UNFCCC Party delegates	100	99 negotiators trained 🟢	
						(iii) Information briefs, guidelines and toolkits on the formulation of negotiating positions	Information briefs, guidelines and toolkits on the formulation of negotiating positions	n/a ⚫	
						(iv) Technical assistance delivered to help LDCs improve reporting according to UNFCCC standards	Technical assistance delivered to help LDCs improve reporting according to UNFCCC standards	n/a ⚫	

			(ii) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	88% 🟢	(v) Training delivered to government officials in climate change diplomacy	100	332 🟢	activities). 88% of beneficiary respondents confirmed having met learning objectives mostly or fully.
PFTP	(f)	Strengthened knowledge and skills of Geneva-based country delegates in in the field of multilateral trade and intellectual property rights	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	88% 🟢	(i) Training delivered to Geneva-based country delegates involved in trade and intellectual property negotiations.	115	115 🟢	Due to exigencies of fund raising, priority was given to trainings with partners and donors. It goes without saying that the overall targets in terms of number of participants, events and fund raising were achieved, and even surpassed.
	(g)	Enhanced knowledge and skills of Member State delegates in the NY multilateral environment	(I) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	85%	NM ⚫	(i) Training delivered to NY delegates	1000	448 🔴	A large focus of the programming in NY was on briefings on the post 2015 development agenda which led to few general learning events on the multilateral working environment.

NYO	(h)	Increased knowledge on the UN system, including substantive issues and the international legal underpinnings	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	85%	NM ●	(i) Training delivered to NY delegates and other stakeholders	500	776 ●	More learning events than planned were organized on substantive issues, including a number of briefings on the post 2015 development agenda.
	(i)	Enhanced knowledge on issues of peace and governance through research initiatives	(i) Percentage of recipients of knowledge products confirming enhanced knowledge of subject matter	80%	NM ●	(i) Number of knowledge products produced/learning tools	7	0 ●	During the fourth quarter of 2015, there was a management change with the NY Office and consequently the PPR was not submitted.
Unplanned Results :			There were no unplanned results reported.						
Performance Challenges and Lessons Learned:			**MDP:** The decrease of committed project funding from donors and delays in project implementation for some country-driven projects funded through grant arrangements. The initial target of the MOOCs related to Post 2015 Development Agenda was very ambitious (1,000 participants) taking into account that this course lasted six months. **PFTP:** (a) Unpredictability of final signature of agreements and receipt of funds from partners/donors, which sometimes leave in suspension allocation of human resources. (b) Different rules, procedures and reporting requirements from partners and donors, requiring greater allocation of human resources to solve pending issues than would be normally necessary. **NYO:** Due to a change in management of the New York Office in the fourth quarter of 2015, performance measures for the expected accomplishments were not measured. An important lesson learned is to ensure that proper handovers are provided for outgoing managers.						

PO1		STRENGTHEN MULTILATERALISM							
1.2		**Research Capacities Developed to Broaden Participation of Different Consititutencies in Global Debates**							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
UNOSAT	(a)	(i) Research results showing possible ways to improve access by citizens to global debates using mobile devices and on-line platforms	(i) Number of UNOSAT activations involving directly citizens via crowdsourcing technology	6	7	(i) Binary Experimental platform developed and tested with participation from the crowd	(i) Experimental platform developed and tested with participation from the crowd	achieved	Citizen Cyberlab existing and running at Campus Biotech.
						(ii) Binary Piloting of collaborative mapping and other types of participatory processes	(ii) Piloting of collaborative mapping and other types of participatory processes	achieved	
						(iii) Binary Evaluation and dissemination of results	(iii) Evaluation and dissemination of results	achieved	
UNOSAT	(b)	(i) Development of research capacity with CERN and the University of Geneva on citizen science and collaborative thinking	(i) Establishment of a tri-partite research centre with CERN and the University of Genevan	Binary	Centre exists and is being used	(i) Collaboration agreement between UNITAR, CERN and University of Geneva	(i) Collaboration agreement between UNITAR, CERN and University of Geneva	achieved	
						(ii) Development of an "open laboratory" to host more research in Geneva	(ii) Development of an "open laboratory" to host more research in Geneva	achieved	

Unplanned Results :	There were no unplanned results reported.
Performance Challenges and Lessons Learned:	There were no performance challenges or lessons learned reported for this sub-objective.

PO2		PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION							
2.1		Strengthen Capacities for Trade, Finance, Investment and Intellectual Property							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	
PFTP	(a)	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management with a view to securing adequate financing for development	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70%	94% 🟢	(i) Training delivered to beneficiaries on public finance and debt management-related stakeholders at the national level.	1750	3319 🟢	Institutions have shown great interest in moving from e-Learning to Communities of Practice. New projects were also delivered during the biennium including BADEA, IEFPA, WAIFEM and MEFMI.
PFTP	(b)	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly of fully	70%	92% 🟢	(i) Training delivered to 1750 beneficiaries on trade and intellectual property - related stakeholders at the national level.	1750	1294 🟠	These initiatives have helped in the germination of new trade and investment-related activities with ECOWAS, FAO, UNCTAD and WTO.

PFTP	(c)	Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	70%	94% 🟢	(i) virtual discussions, mentored by experts, organized with a view to networking and information exchange on themes relating to public finance, trade and intellectual property.	900	916 🟢	
Unplanned Results :			There were no unplanned results reported.						
Performance Challenges and Lessons Learned:			**PFTP**: (a) Unpredictability of final signature of agreements and receipt of funds from partners/donors, which sometimes leave in suspension allocation of human resources. (b) Different rules, procedures and reporting requirements from partners and donors, requiring greater allocation of human resources to solve pending issues than would be normally necessary.						

PO2	PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION						
2.2	Strengthen Capacities to Address Human Mobility in the Context of Development Objectives						
Programme	Accomplishment	Accomplishments			Outputs		Assessment Observation
		Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	
DCP (a)	Strengthened capacities of governments to address the multiple challenges and opportunities afforded by migration and development	(i) Percentage of government officials and other stakeholders trained affirming a greater knowledge of migration and development through our training activities	(i) 75% (250)	84% 🟢	(i) Training delivered to government officers and stakeholders	250	224 🟢	
		(ii) Network of national and regional training centres formed to focus on actualization of GFMD recommendations in concert with GFMD focal points	8	7 🟡	(ii) Mobilization and support to 8 regional and national training centres on the subject of migration and development in post 2015 context	8	7 🟡	

			(iii) Number of partnerships forged (non-institutional, separate from below)	10	4 🔴	(iii) Partnership forged with cities, regional and counties	10	4 partnerships 🔴
DCP	(b)	Strengthened coordination of UN-led migration training	(i) Number of coordinated activities implemented on behalf of UN entities	10	12 🟢	(i) Implementation of UN coordinated training activities led by UNITAR	10	12 🟢
			(ii) Number of strategic documents drafted and inputs given to post 2015 objectives	2	2 🟢	(i) Partnerships forged with UN and non UN agencies, universities, research centres	20	4 🔴
						(ii) Strategic documents developed and disseminated on effective coordinated learning in this field	2	2 🟢
Unplanned Results:			There were no unplanned results reported.					

Performance Challenges and Lessons Learned:	There were no performance challenges or lessons learned reported for this sub-objective.

PO2		PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION							
2.3		Strengthened Capacities for Development and Good Governance							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
DCP	(a)	Strengthened knowledge and skills of local authorities to handle local management and governance in Algeria (CIFAL Maghreb)	(i) Number of courses designed for local officials	1	1 🟢	(i) Training delivered to trainers affiliated to the Algerian Ministry of Interior and Local Authorities	16	16 🟢	Training of trainers sessions were delivered as planned but local elected officials could not yet be trained. Indeed, the trained trainers are expected to train local elected officials, but the Ministry of Interior and Local Authorities could not yet arrange such training sessions to be implemented. The nomination of the CIFAL Maghreb Director by the Government, expected to occur shortly, should allow for the organization of such training sessions in the near future.
			(ii) Percentage of local officials having met learning objectives mostly or fully	85%	92% 🟢	(ii) Training delivered to Algerian local officials from Assemblées populaires de commune to Wilayas	180	0 🔴	
DCP	(b)	Enhanced awareness of local stakeholders on public administration at the local level (MHUV Algeria)	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	75%	NM ⚫	(i) Awareness raising delivered to beneficiaries on public administration at the local level	450	0 🔴	The International Conference on Cities will take place in late 2016 (it was originally scheduled to take place in 2015 but the Government informed UNITAR it is postponed to 2016).

DCP	(c)	Increased awareness of key local and national stakeholders on business ethics and sustainability	(i) Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	85%	90% 🟢	(i) Training delivered to 100 key local and national stakeholders	100	130 🟢	The International Training Center on Corporate Opportunities (ITTCO) based in Antwerp, Belgium, was not applying UNITAR's Quality Assurance and M&E Policy Frameworks in an homogeneous way so far. However, DCP has incorporated ITCCO as part of the CIFAL Global Network. Now, they are applying UNITAR's Quality Assurance and M&E Policy Frameworks.
DCP	(d)	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics (CIFAL network)	(i) Percentage of beneficiary respondents reporting strengthened knowledge awareness and /or skills	75%	77% 🟢	(i) Training delivered on sustainable development topics by network of CIFAL centres to beneficiaries	10000	10481 🟢	
DCP	(e)	Strengthened capacity of Nigerian Delta State civil servants in local affairs management	(i) Percentage of beneficiary respondents confirming having met learning objectives fully or mostly	75%	NM ⚫	(i) Training delivered in local affairs management to 50 beneficiaries	50	0 🔴	Project was not completed due to funding and logistical problems.

DCP	(f)	Strengthened capacity of Nigerian Rivers State education system to deliver efficient training	(i) Percentage of beneficiaries successfully completing training requirements	75%	47% 🟠	(i) Training delivered to local state school beneficiaries on efficient education systems	150	70 🔴	
DCP	(g)	Strengthened understanding of public private partnerships for sustainable development	(i) Percentage of forum participants agreeing or strongly agreeing that understanding of subject matter has increased	75%	86% 🟢	(i) Public-Private Partnership Forum Organized	1	1 🟢	Second edition of the Forum to be organized in 2017.
KSI	(h)	Enhanced knowledge on web 2.0 and social media for development	(i) Percentage of beneficiaries from developing countries having attained learning objectives	75%	73% 🟢	Beneficiaries trained on web 2.0 and social media tools	(i) 200 beneficiaries trained	234 🟢	A total of 9 sessions were delivered with a cumulative beneficiary outreach of 234, surpassing the target of 200.
Unplanned Results :			There were no unplanned results reported.						
Performance Challenges and Lessons Learned:			There were no performance challenges or lessons learned reported for this sub-objective.						

PO2		PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION							
2.4		**Strengthen Capacities to Increase Employability, to Optimize the Potential of Creative Industraies and to Protect Cultureal and Natural Heritage**							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	
DCP	(a)	Strengthened capacities and skills of Nigerian youth for employability in the oil and gas industry (PHPO PTDF & Delta State)	(i) Percentage of youth employed in the oil and gas sector within one year after completion of programme	70%	NM ●	(i) Training delivered to youth (PTDF)	30	59 🟢	The delivery of the university programme to Nigerian youth is currently ongoing and consequently the outcome indicator will be monitored and recorded in 2019. While training was delivered to 59 students, only 33 were admitted into the university following the pre-engineering course.
			(ii) Percentage of Delta State youth employed in the oil and gas sectors within one year after completion of training	70%	NM ●	(ii) Training delivered to 50 Delta State youth through short to medium term courses	50	0 🔴	

KSI	(b)	Strengthened knowledge and skills of youth in entrepreneurship development	(i) Percentage of beneficiary respondents confirming to have met learning objectives mostly or fully	75%	100%; 100%; 85%.	(i) participants trained as trainers on entrepreneurship development	20 participants trained as trainers	Two train-of-trainers sessions organized in Algeria, benefiting 28 national trainers. One ToT session was on entrepreneurship awareness raising and the 2nd on methodological approaches and evaluation processes.	The target of 200 was not met in 2014 as the training sessions were only initiated in November/2014. Following the planning approved by the government 3 sessions were organized: Blida, Sétif, and Tlemcen.
						(ii) youth and young graduates trained on entrepreneurship development	700 youth trained	75 young graduates trained in 3 sessions	
HO	(c)	Increased understanding of both tangible and intangible heritage, as well as the development of comprehensive management	(i) Percentage of beneficiary respondents confirming to have mostly or fully met learning objectives	70%	81%	(i) Training delivered to participants	40	40	Programme management reports that the output performance measure (40) was not correctly reflected in the programme budget as revised.
Unplanned Results :			There were no unplanned results reported.						

Performance Challenges and Lessons Learned:	There were no performance challenges or lessons learned reported for this sub-objective.

PO3		ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT							
3.1		Strengthen Capacities to Foster a Green, Low Carbon and Climate Resilient Transition							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
CCP	(a)	Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level	(i) Number of countries with climate change learning strategies in place and under implementation	3	3 partner countries have developed draft strategies; and 7 additional countries engaged through regional project in Central America (partially achieved)	(i) New UN CC:Learn countries launch national climate change learning strategies	3	3 additional partner countries have developed draft national strategies developed (partially achieved)	UN CC:Learn is now reaching out to 16 countries, through 9 national projects and a regional project in Central America involving 7 additional countries. The network of UN CC:Learn Ambassadors has proven to be an effective tool to facilitate experience-sharing among partner countries. The importance of supporting countries in taking a systematic and results-oriented approach to climate change learning (linked to national climate and development objectives) has been confirmed through the Doha Work Programme and more recently the Paris Agreement adopted at COP 21, December 2015.
						(ii) Practical and experience based guidance designed and delivered	150 stakeholders in 8 countries	Guidance Note for Developing National Climate Change Learning Strategies finalized based on pilot country experiences and delivered through 4 advisory missions by CC:Learn Ambassadors reaching out to more than 200 stakeholders (achieved)	

CCP	(b)	Strengthened partnership between UN agencies and other multi-lateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	(i) Number of joint UN CC:Learn learning initiatives delivered	20	20	(i) New partners submit requests to joint UN CC:Learn partnership and take part in Steering Group meetings	5	5 (IMO formally joined, and REDD+, GWP, ICAO, and CTCN showed interest in joining) (partially achieved)	The UN CC:Learn partnership has grown through establishment of learning networks with key global thematic programmes. UN CC:Learn learning products reached a wide range of new users in French and Spanish speaking countries.
						(ii) Comprehensive package of One UN online introductory and advanced climate change learning material completed and delivered to stakeholders	500	22,352 registrations on the UN CC:e-learn platform (fully achieved)	
						(i) 2 Regional meetings on NAP guidance delivered covering 17 LDCs including pre-meeting use of online tools to prepare delegates	2 meetings, 17 LDCs	3 regional meetings covering 48 LDCs (fully achieved)	Over and above the delivery of 3 regional trainings for all LDCs, CCP designed and delivered national in-country trainings and road map consultations as

CCP	(c)	Application of UNFCCC guidance materials on National Adaptation Plans (NAPs) by least developed countries	(i) Number of LDCs systematically applying NAP guidelines	17 out of 48	17 out of 48 🔴	(ii) 3 Blended training programmes on NAPs developed and delivered to 150 beneficiaries from 17 countries	3 training programmes, 150 beneficiaries, 17 countries	3 NAP regional trainings delivered to 150 stakeholders from 48 countries - 1 NAP Training of Trainers delivered with 25 participants - 1 MOOC delivered with 500 certificates issued (fully achieved) 🟢	well as facilitated development of knowledge products and services, synthesis of good practices and lessons learned, and support for international meetings and showcasing. A total of 18 LDCs were provided with training as a result, reaching more than 500 stakeholders, out of which UNITAR was directly involved in 3 LDCS. Over this period UNITAR also designed and delivered a Massive Open Online Course leading to 500 certificates issued, and participated in planning and delivering a Training of Trainers event for 25 participants. In all of these areas UNITAR has demonstrated its ability to deliver significantly more than was previously planned.
						(iii) National level institutional and technical capacity needs assessments for NAPs carried out	4	3 skills assessment and training missions carried out (achieved) 🟡	

CCP	(d)	Provision of effective climate change services (climate science, adaptation, mitigation and policy development) to national governments through strengthened national training and research institutions in developing countries	(i) Number of dialogues between governments and national training and research institutions to provide climate change services which lead to visible solutions on the ground	12	3 🔴	(i) Technical advice and grants provided to stakeholders in six national training and research institutions to support development and implementation of climate change services	150	Advice provided to 30 stakeholders in 3 training institutions (partially provided) 🔴	This area of work was to be delivered through the continuation of an EU funded programme called capacity development for Adaptation to Climate Change and Greenhouse Gas Mitigation. Early indications were that these funds would be made available during the biennium, which turned out not to be the case. Targets established for this item were therefore only partially achieved through an additional programme on Climate Change Policy and Public Finance.
EGP	(e)		(i) Number of countries with green economy planning processes implemented through multi-sectoral and multi-stakeholder collaboration	10	8 (plus 2 new ones that started end of 2015) 🟡	(i) Training delivered to participants through e-Learning and face to face workshops	500 participants 10 activities 4 e- courses and 6 face to face workshops	490 participants (330 in e-learning and 160 in face to face workshops) 🟢	

EGP		Individual, institutional and national capacities for green economy strategy development and policy reform strengthened	(ii) Number of green economy learning events organized with at least 75 per cent of beneficiary respondents indicating that learning objectives are mostly or fully met	14	11 (plus 3 in Mongolia - awaiting evaluation data) 🟡	(ii) new green economy modules developed	6	10 (4 basic GE; 1 GFR; 5 SCP) 🟢
			(iii) Number of training modules endorsed by the international PAGE partnership	10	5 (4 basic GE and 1 GFR) 🔴			
			(iv) Number of institutions providing learning services participating in a green economy learning network	20	NM ⚫	(iii) Global forum on green economy learning organized with institutions	50	Forum organized with more than 60 institutions 🟢
			(v) Number of guidance documents developed and peer reviewed	2	1 🔴			

Unplanned Results :	There were no unplanned results reported.
Performance Challenges and Lessons Learned:	There were no performance challenges or lessons learned reported for this sub-objective.

PO3		ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT						
3.2		Strengthen Capacities to Manage Dangerous Chemicals and Wastes in a Sound and Sustainable Manner						
			Accomplishments			Outputs		
Programme		Accomplishment	Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	Assessment Observation
CWM	(a)	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	(i) Number of national profiles developed	2	2 🟢	(i) Training delivered to government officials and stakeholders	800	791 🟢	One project related to Outcome 4 has not yet commenced due to UNEP Secretariat delays. The outcome and RBB outputs related to waste management are not expected to be achieved as the partnership between UNITAR and UNEP was not extended due to a change of the head of UNEP (IETC).
			(ii) Number of multi-stakeholder coordination mechanisms in place	3	3 🟢	(ii) Guidance document on SAICM implementation plan development reviewed/updated	1	0 🔴	
			(iii) Number of national chemicals legislation/policies drafted	6	1 🔴	(iii) new training materials (package) developed for national waste management strategies	Binary	Not achieved 🔴	
						(iv) At least one new pilot (country) project to test new guidance on development of national waste management strategies	Binary	Not achieved 🔴	
			(i) Number of national GHS implementation strategies and related legislation developed	9	5 🔴	(i) Training delivered to government officials and stakeholders	425	791 🟢	

CWM	(b)	Internationally-recognized chemicals classification and labelling provisions implemented and strong multi-sector engagement at the country level	(ii) Number of GHS multi-stakeholder implementation committees established	8	8 🟢	(ii) GHS:Learn platform developed and in use and delivered to 150 stakeholders	Binary	Partially achieved 🟡	Chile, Colombia, Congo, DRC, Guatemala, Kyrgyzstan, Mexico and Tajikistan developed National GHS multistakeholder mechanisms and Chile, Kyrgyzstan, Tajikistan, DRC and Mexico has developed GHS implementation strategies. E-learning platform is functional and offers on-line courses, during the biennium 2014-2015 some 116 participants have finished the course. We are taking into consideration additional channels of communication to announce the e-learning course
			(i) Number of national and regional pollutant release and transfer registers (PRTRs) designed	2	0 🔴	(i) Training delivered to government officials and stakeholders on monitoring of chemical transfers and emissions to air, water, and land	180	92 🔴	National PRTR in Panama stopped due to delays in obtaining the project extension from UNEP SAICM Secretariat. National PRTR design in

CWM	(c)	Improved monitoring of chemical transfers and emissions to air, water, and land	(ii) Number of national PRTRs implemented to facilitate Stockholm Convention implementation	6	0 🔴	(ii) number of new guidance document	1 new guidance and 1 new training package produced	0 🔴	Azerbaijan is delayed at the country level, but still underway. [Though it also needs an IA ext.] National PRTRs not implemented due to problems with GEF project (involving 6 countries) internalization. The MoA between UNEP and UNITAR was only signed in May 2015 and the first transfer of funds was received in September 2015, so the inception workshop and initial training took place at the end of November 2015.
						(iii) E-learning and online training delivered stakeholders	200 stakeholders, 4 training modules	0 🔴	
CWM	(d)	Improved national capacities to implement chemicals and waste management conventions, including strengthened national coordination, capacity to reduce POPs, and capacity to mobilize financial resources	(i) Number of chemicals-related MEA coordination and synergy strategies developed	1	1 🟢	(i) Training delivered to government officials and stakeholders	384	546 🟢	National Resource Mobilization strategy and synergies strategy endorsed in Kyrgyzstan. Ban amendment projects to continue, the Senegal project ended in 2015, the project in Guinea will continue in 2016.
			(ii) Tons of PCBs eliminated	60	60 🟢				
			(iii) Number of national financial resource mobilization strategies for chemicals-related MEAs implementation developed	2	1 🔴	(ii) New edition Guidance document (on financial resource mobilization for chemicals-related MEAs) produced	Binary	Not achieved 🔴	The guidance document on resource mobilization has not been developed yet countries are requesting to provide more a list of potential financial organizations to provide funding for Chemicals related issues. In that sense, UNITAR has developed a draft of fact sheers on DAC countries and assistance to Chemicals Management. Concerning PCB

			(iv) Number of assessments to prepare for ratification of Basel Ban Amendment developed	2	0 🔴	(iii) New training package on national-level financial resource mobilisation strategies produced	Binary	Not achieved 🔴	management, UNITAR CWM assisted Ghana to dispose of 60 tons of PCBs, it was successfully achieved in 2015.
CWM	(e)	Improved capacities to reduce adverse effects of mercury on human health and the environment	(i) Number of countries having finalized draft ratification dossiers for the Minamata Convention	16	6 🔴	(i) Training delivered to government officials and stakeholders on estimation of mercury emissions and planning for sound mercury management	160	289 🟢	8 countries (Nigeria, Philippines, Senegal, Uruguay, Mongolia and Zambia) finalised ratification dossier for the Minamata Convention. GEF project in Nigeria, started in 2015. 9 GEF projects on MIA development will start in 2016.
			(ii) Number of countries having identified priority actions for implementation of the Minamata Convention	16	6 🔴	(ii) number of on-line training modules on mercury emissions inventories developed and on-line, number of registered users	9 and 350 registered users	23 (and 70 registered users) 🔴	
			(iii) Number of countries initiating Minamata Convention Initial Assessments under the GEF framework	6	1 🔴				

CWM	(f)	Increased awareness on benefits, risks, and management of nanotechnology/manufactured nanomaterials, including increased understanding of national situations and capacities	(i) Number of national nanotechnology/manufactured nanomaterial profiles developed and priorities set	4	3 🟡	(i) Training on nano, on national level and subregional level	210 national level; 75 subregional level	220 national level; 80 subregional level 🟢	Armenia and Vietnam started projects in Nano. Vietnam has ended the project, whereas Armenia is developing the key outputs. Regional Workshops on Nano (3) took place in 2015. The e-learning courses did not attract much of the audience due to the limited outreach made and to the fact that the course is being revamped and was not offered in one semester (October-November 2015)
			(ii) Number of awareness raising campaigns launched at country level	4	3 🟡	(ii) new edition of Guidance on nano	1	1 🟢	
			(iii) Number of sub-regions with increased awareness and capacity to address management of nanotechnology/ manufactured nanomaterials	3	3 🟢	(iii) E-learning delivered stakeholders	90	40 🔴	
CWM	(g)	Increased access to and awareness of key tools to improve national capacity for sound chemicals management in support of SAICM	(i) Percentage of policy maker/ stakeholder respondents affirming that access has increased via the IOMC Toolbox	75%	84% 🟢	(i) New management schemes developed for inclusion in the IOMC Toolbox	2 new scheme on GHS and 1 new scheme on PRTR	2 🔴	The number of policy have increase due to an intensive awareness raising campaign which was provided in more

CWM	(ii) Percentage of policy maker/ stakeholder respondents affirming that awareness has increased via the IOMC Toolbox	75%	86% 🟢	(ii) awareness raising and training delivered to policy makers and stakeholders	500	3050 🟢	which was provided in more than 20 regional and national workshops. IOM toolbox new schemes are in place in 2015.

Unplanned Results :	**CWM:** During 2014-2015 UNITAR develop a strong partnership with UNEP. In that sense, in the last quarter of 2015, UNITAR was requested to assist UNEP in managing the Global Monitoring Plan on POPs, specifically the organization of the inception workshops, agreements with countries and organization of a interlaboratory assessment though all regions in the planet. There are firm intentions to continue this collaboration in 2017. Similarly, UNEP requested UNITAR to assist in organizing an experts meeting on SDGs, where a strong partnership between UNEP, UNITAR and the BRS Secretariat has been put in place. There are currently ongoing efforts to conduct join fundraising activities for SDG development. Similarly, in 2015 UNITAR negotiated a number of GEF projects addressing the use of mercury on Artisanal Gold Mining. At the end of 2015, the negotiated pipeline on this particular point was of 2.8 Mio USD. Similarly, the expansion of the Waste Management portfolio (particularly PCB management) was negotiated with GEF implementing agencies and we expect to submit the project concepts to GEF in 2016 for an approximative amount of 15mio USD.
Performance Challenges and Lessons Learned:	**CWM:** The biennium planning concluded with a mix series of results, in some cases the RBB outputs and targets were met and exceeded, in other cases they were not achieved. The context in which the biennium planning took place was a difficult one, in November 2014 the new Manager for the CWM Programme was appointed and in 2015 a restructuring of the CWM team took place and this process took many months. This certainly had an impact on the overall results and way of managing projects. The lessons learned from this period are the following: 1. Include in the biennium plan only strong commitment from partners with projects that have 70% chances of approval; 2. Assess carefully the risks and contingency plans for expecting the unexpected - the specific case where the IETC Director died and the substitute was not so keen to work with UNITAR; 3. Take into consideration the time it takes internal processes in the organizations involved - delays of more than one year in signing an agreement could happen; 4. take into account internal capacities within CWM and opportunities for growing in the organization - there are high chances of staff turnover if team members are not provided with the required enabling environment that will secure some financial and professional stability;

PO3			ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT						
3.3			Strengthen Capacities for Transparent, Participatory and Rights-based Environmental Decision-making						
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	
EGP	(a)	Awareness raised, knowledge created, and guidance produced to support rights based environmental governance	(i) Number of international and regional conferences, experts meetings and workshops completed with 75 per cent of participants agreeing or strongly agreeing that event objectives are met	4	🔴	(i) 2 Regional workshops on Principle 10 organized with stakeholders	100	0 🔴	
						(ii) International guidance documents published	2	2 🟢	
						(iii) UNITAR - Yale conference organized with participants	150	131 🟡	
						(iv) International expert meeting on environmental goals organized with 25 participants	25 participants	NM ⚫	

			(ii) Number of guidance documents approved through an interagency process	2	2 (Bali Guidelines and EMG) 🟢	(i) International meeting on environmental goals organized	25	0 🔴	
EGP	(b)	Global inter-agency programme with UNEP and UNDP in place to implement Principle 10 of the Rio Declaration in developing countries	(i) Number of countries expressing formal interest in participating in the Programme	20	30 🟢	(i) Identification of at least 5 countries to participate in Programme	Binary	NM ⚫	
			(ii) Number national projects initiated with resources mobilized through UNITAR/UNDP/UNEP partnership	10	0 🔴	(ii) Joint project document developed and submitted to at least 5 potential donors	Binary	NM ⚫	
Unplanned Results :			There were no unplanned results reported.						
Performance Challenges and Lessons Learned:			**EGP**: The Environmental Governance Programme was consolidated into three other UNITAR programmes during 2015 owing to the former EGP Manager leaving UNITAR in September 2015, close to the end of the 2014-2015 biennium and the then Executive Director electing not to re-recruit. EGP projects were then divided between the Climate Change, Chemicals and Waste Management and the Knowledge, Systems Innovation programmes. The most visible change that occurred over the biennium was a significant mid term increase in the scope of green economy related activities. An important lesson learned is ensuring that the handover of an outgoing manager of a programme includes a comprehensive recording of results prior to departure.						

PO4		PROMOTE SUSTAINABLE PEACE							
4.1		**Strengthen Capacities of Member States, UN and Regional Organizations to Prevent and Resolve Conflict, and Build Peace**							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
PMCP	(a)	Strengthened knowledge and skills of mid and senior level diplomats, as well as United Nations and regional organization staff in the fields of conflict analysis, negotiation and mediation	(i) Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	70%	90%	(i) Training delivered to 78 fellows responsible for the prevention and resolution of conflict through two fellowship programmes	78	79	Target met.
PMCP	(b)	Strengthened knowledge and skills of mid and senior level African government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	70%	92%	(i) Training delivered to 65 officials on the continent through the implementation of two regional training programmes	65	52	The Regional Training Programme was successfully held in 2015 for 26 mid and senior level officials. A further twenty-six senior African Parliamentarians competed the Capacity-Development and Knowledge-Sharing Seminar in Conflict Prevention and Resolution for the Committee on Cooperation, International Relations and Conflict Resolution of the Pan-African Parliament.

PMCP	(c)	Enhanced knowledge and skills of indigenous peoples' representatives in conflict analysis and negotiation	(i) Percentage of trained representatives who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	75%	86% ●	(i) Training delivered to 30 indigenous peoples' representatives through the implementation of a training programme	30	29 ●	The 2015 International Training for Indigenous Representatives was successful organized with very positive feedback. In addition 8 OHCHR Minority Fellows took part in the UNITAR Briefing on Conflict Analysis and Peacemaking.
PMCP	(d)	Enhanced knowledge / experience-sharing of indigenous representatives in human rights and negotiation	(i) Number of indigenous graduates serving as resource persons in the training programme	2	NM ●	(i) Training sessions delivered by three former fellows/participants to indigenous peoples' representatives	3	4 ●	Two female alumni taught in the programme including the current elected Chair of the UN Permanent Forum on Indigenous Issues, and a woman from Columbia speaking on the peace process there. The 2015 Senior OHCHR Indigenous Fellow taking part in the training was also invited to speak on the situation in Nepal.
PMCP	(e)	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations	(i) Percentage of high-level participants from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	90%	92% ●	(i) Knowledge sharing facilitated for SRSGs and other senior staff through the organization of two high-level seminars	48 SRSGs	110 ●	Two successful SRSG Seminars were conducted with the contributions of the UN Secretary-General and Deputy Secretary-General, senior heads of peace missions, and leadership of DPA, DPKO, DFS and OHCHR to enhance UN practice. Four members of the HIPPO took part in the 2015 SRSG Seminar.
			(ii) Number of lessons learned identified	5	6 ●				

PMCP	(f)	Preventive approaches to deal with African peace and security challenges identified and shared with mid and senior level participants on the continent	(i) Number of approaches identified and shared	4	NM ⚫	(i) Experience and knowledge sharing dialogue among four mid and senior peacemakers in Africa	Binary	Achieved 🟢	The Regional Training Programme, and Pan-African Parliament were conducted with very positive feedback from participating officials and a keen interest in prevention, peacemaking and reconciliation.
PTP	(g)	Strengthened endogenous capacities of national, regional and international peacebuilding training institutions	(i) Number of training institutions with 4 curricula developed and delivered	4	4 🟢	Peacebuilding training curricula / manuals developed	Binary	Achieved 🟢	The Programme was successful in strengthening endogenous capacities of national, regional and international institutions (in the areas of peacebuilding). The only indicator of achievement that was not fully met was related to the number of training institutions using communities of practice to enhance learning in the field of peacebuilding. While the community of practice was set up, the pilot phase identified a number of shortcomings in the actual functioning of the community that did not allow the training institutions to benefit from it. The re-structuring / updating of the community of practice has been included in the Programme workplan for the biennium 2016 - 2017. Four manuals were developed.
						Trained trainers	20	50 🟢	
			(ii) Number of training institutions using communities of practice to enhance learning in the field of peace-building	4	0 🔴	Community of practice developed and tested for national/regional training centres	Binary	Achieved 🟢	

PTP	(h)	Strengthened knowledge in conflict analysis through university accredited degrees and certification programmes	(i) Percentage of degree and certificate applicants completing programmes	80%	NM ⚫	Online training delivered to 100 professionals working in conflict related fields	80	118 🟢	The Programme was successful in further strengthening the knowledge and skills of professionals working in conflict related fields through university accredited degrees and certification programmes. More specifically, during the biennium 2014 - 2015, the Programme further consolidated its Master's Degree in Conflictology in collaboration with the Univeristat Oberta de Catalonya. As result of the positive outcomes under this pillar, the Programme is currently working to expand the educational offer with the launch of two new Master's Degree that will be available by the end of 2016.
Unplanned Results			**PMCP**: A number of unplanned results were produced over the course of the biennium, including strengthened knowledge and skills of 26 officials of the Pan African Parliament, awareness-raising on conflict analysis and peacemaking for the Office of the High Commissioner on Human Rights, the publication and dissemination of Strengthening the Practice of Peacemaking and Preventive Diplomacy in the United Nations: The UNITAR Approach; and the organization of four Heads of Mission conferences, held back-to-back with the Seminars of the Special and Personal Representatives of the Secretary-General. **PTP**: A number of unplanned results were produced over the course of the biennium, including strengthening capacities of high level officials in preparation for their participation in peace/security related bodies at the international and regional levels, with 111 representatives participating in the three-day annual meeting and 20 high level officials participating in the training.						
Performance Challenges and Lessons Learned:			There were no performance challenges or lessons learned reported for this sub-objective.						

PO4		PROMOTE SUSTAINABLE PEACE						
4.2		Improve the Preparedness of Civilian, Military and Police Personnel to Serve in Peace Operations						
Programme		**Accomplishment**	**Accomplishments**			**Outputs**		**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
PTP	(a)	Strengthened knowledge and skills of civilian, military and police personnel eager to serve in UN and non-UN peace operations	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	80%	86% 🟢	Civilian, military and police personnel eager to serve in UN and non-UN peace operations trained	1500	6636 🟢	The Programme particularly excelled in strengthening the knowledge and skills of civilian, military and police personnel eager to serve in UN and non-UN peace operations - both through online (first indicator) and face-to-face (second indicator) courses. Particularly, in collaboration with the African Contingency Operations Training & Assistance (ACOTA) Programme, the Programme successfully prepared 8507 officers (commissioned and not) prior to deployment to UN peace operations.

PTP	(b)	Expanded peacekeeping training network in training design and implementation	Number of activity/events designed and implemented with new partners	4	0 🔴	Joint training curricula and material packages developed	Binary	Achieved 🟢	Following a specific request from the major project donor, the Programme did not expand the network of African training institutions with which it collaborated since 2012. Nonetheless, the Programme consolidated the collaboration with existing partner institutions and focused on the development of joint training curricula and material packages (4).
PTP	(c)	Enhanced capacity of peace-keeping training institutions in African/a	Number of trained trainers delivering peacekeeping training at regional and/or country levels	12	18 🟢	Prospective trainers trained	60	71 🟢	The Programme was successful in further enhancing the capacities of African peacekeeping training institutions with which it collaborated since 2012, in the framework of the project "Enhancing the Capacities of African Training Institutions".
						Trainers certified	12	0 🔴	
Unplanned Results :			There were no unplanned results reported.						
Performance Challenges and Lessons Learned:			There were no performance challenges or lessons learned reported for this sub-objective.						

PO4		PROMOTE SUSTAINABLE PEACE							
4.3		Develop Capacities for Governance Recovery of Countries in Transition from Conflict and in Particular Fragile States							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
HO	(a)	Increased capacity to further develop the human resource abilities of mid-senior level Afghan public servants	(i) Increased number of UNITAR Fellowship for Afghanistan alumni progressing to roles of coach, mentor and ultimately resource persons	Alumni progression: Fellow to Coach: 20 Coach to ARP: 10; ARP to Mentor: 6	Alumni progression: Fellow to Coach: 20 Coach to ARP: 10; ARP to Mentor: 9 🟢	(i) Training and coaching delivered to Afghan public servants	1800	1746 🟢	All output and outcome targets met. Outcome performance measure based on event participations. See additional comments under performance challenges and lessons learned.
DCP	(b)	Strengthened knowledge and skills for improved governance and decentralization and in Afghanistan (DCP Afghan Masters)	(i) Percentage of beneficiaries certified with Executive Master degree in Development Policies and Practices	90%	95% 🟢	(i) 40 Senior officials trained in the field of development policy and practices through an Executive Master degree	40	40 🟢	All output and outcome targets met.
			(ii) Percentage of original research papers contributing to online knowledge repository on financial management	60%	NM ⚫	(ii) 40 Senior officials submitting a thesis paper in the framework of the Executive Master Degree	40	39 🟢	

Unplanned Results :	**HO:** A number of unplanned results were achieved during the biennium, including enhanced capacities of public servants and practitioners/experts on the agri-business in Afghanistan, with 15 stakeholders trained; Increased understanding of green economy for Afghan public servants, with 20 participants trained; enhanced leadership and communication capacities of young Afghan women, with 18 participants trained; Strengthened knowledge and skills regarding transparency in the public service; anti-corruption; leadership; change management strategies; training the trainer for 8 countries in the Sahel region, with 16 participants trained; and Increased capacity to further develop the human resource abilities of junior - mid level South Sudanese professionals, with 20 participants trained. The number of engagements with local authorities in Hiroshima and the Ministry of Foreign Affairs in Tokyo increased in both 2014 and 2015. Regular engagements are critical in trust building and securing further funding for HO activities.
Performance Challenges and Lessons Learned:	**HO:** The overall evaluation data demonstrates that the identified learning needs of the target audience have been successfully met and that participants have been able to improve individual skills and performance through the Afghanistan Fellowship Programme. The number of participants from rural provinces as well as female candidates is still limited, and enhanced efforts are being made to increase the participants from these groups. The workshops highlighted further needs for knowledge needed to build a high performing team by creating a cadre of dedicated staff. This is critical catalysing systematic change toward attainment of national visions and post-conflict reconstruction goals in Afghanistan, particularly in the current situation where the country is experiencing instability. We are also stepping efforts to further strengthen national ownership by increasing the number of Afghan mentors and resource persons, which is on the target. It would be transforming to have more female resource persons, and more efforts will be made on this front. 1) HO's signature programme, the Afghanistan Fellowship Programme, has been successful because of two key factors - training the country to be self-sustainable; and striving for the contextualization of materials to the needs of the country through having Afghan mentors and resource persons. These factors have been replicated to other programmes wherever possible, and the feedback has been extremely positive; 2) Each of our training session is generally 90 minutes, which includes a 30-min presentation, a 45-min individual or group exercise, and a 15-min wrapping up. This structure works very well, keeping participants active and engaged; 3) One of the reasons for the successful expansion of HO during this biennial is because HO built on its comparative advantages, which are Hiroshima's legacy as the first city that experienced atomic bombing and recovered from destruction in a relatively short period of time, thus providing a catalytic environment for nuclear disarmament and non proliferation and peacebuilding. To build on niche areas is key; 3) HO supports countries with high level of violence such as Afghanistan and South Sudan. The field situation changes constantly, thus close monitoring of the situation, risk management, and flexibility are critical; 5) Finally, HO has been striving to position itself as thought leader in strategic areas starting with peacebuilding. Systematic documentation and dissemination of lessons learned will be important, and HO has been working on it.

PO5		IMPROVE RESILIENCE AND HUMANITARIAN ASSISTANCE							
5.1		Leverage Technology to Generate Geospatial Information and Create Integrated Solutions for Human Security, Peace and Socio-economic Development							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
UNOSAT	(a)	Improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues	(i) Percentage of requests for support met	100%	100% 🟢	(i) Events / maps/ reports delivered to senior decision makers	More than 30 events and/or more than 100 maps / reports delivered	232 maps 🟢	High demand being met, but with increasing pressure to deliver operations in time. Satellite imagery fund successfully implemented and making operations more efficient, but procurement a challenge due to lack of required high volume purchasing mechanisms in place. Position within GDACS well consolidated. REACH collaboration continues in successful manner. Field mission carried out via secondment to OCHA for two missions, but none by UNOSAT team.
						(ii) Annual report on mapping activity related to human security and human rights issued	Binary	Achieved 🟢	
						(iii) Increased awareness of mapping output in social media	Minimum 75% of all publicly related maps/reports to be broadcasted using social media	75% broadcasted 🟢	
						(iv) Technical briefings on activities	At a minimum of four international conferences and annually at IASC community in both Geneva and New York	Six international conferences and IASC briefings 🟢	
		Improved project management of	(i) Percentage of initiative project partners confirming that			(i) projects per year (Africa, Asia)	2	1 🔴	Test pilot in Afghanistan with UNDP limited success due to

UNOSAT	(b)	development initiatives through use of online project monitoring system	confirming that online mapping tool has improved project management	75%	75% 🟢	(ii) Review meeting held with beneficiaries for feedback and further improving system	Binary	Not achieved 🔴	UNDP limited success due to cost of service. Continuing to explore this service potential.
UNOSAT	(c)	Improved access to information and data in fields related to peace, security, humanitarian and socio-economic development	(i) Percentage of GIS ready-data suited for public consummation shared via web platform	75%	80% 🟢				UNOSAT shared a considerable amount of data via OCHA HDX platform. UNOSAT was at the end of 2015 the top contributor to this data sharing platform.
			(ii) Number of data sets shared	50	50 🟢	(i) GIS data and web maps delivered	Binary	Achieved 🟢	Support given to a number of requests concerning Syria, South-Sudan, CAR and other security-related crises. Support to UN fact finding missions and panel of experts on Syria, Ethiopia and Sri Lanka. High quality report on Gaza damage assessment produced and widely circulated. Excellent feedback on report. High quality support on damage to cultural heritage in Syria issued with excellent feedback.
			(iii) Number of web maps available for public consumption via web platform	10	15 🟢				
Unplanned Results :		There were no unplanned results reported.							
Performance Challenges and Lessons Learned:		**UNOSAT**: The programme performed well over the 2014-2015 cycle. The budget was reached and activities continued to expand. While keeping the traditional humanitarian rapid mapping service, the last cycle saw an increase in human security activities and in capacity development. The ResEau Chad project entered into a second phase and a considerable amount of REACH activities were carried out. UNOSAT now has regional presence in Nairobi for East Africa and Bangkok for Asia, in addition to country presence in Chad.							

PO5			IMPROVE RESILIENCE AND HUMANITARIAN ASSISTANCE						
5.2			Develop Credible and Reliable Support Systems for Improved Disaster Risk Reduction						
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
UNOSAT	(a)	Improved routine access by international humanitarian community and Member States to UNOSAT high-quality satellite imagery analysis for senior level decision making and operational coordination & response in the field	(i) Percentage of requests supported	100%	100% 🟢	(i) Annual report on mapping activities related to humanitarian rapid mapping	Binary	Achieved 🟢	Support given to a number of requests concerning Syria, South-Sudan, CAR and other security-related crises. Support to UN fact finding missions and panel of experts on Syria, Ethiopia and Sri Lanka. High quality report on Gaza damage assessment produced and widely circulated. Excellent feedback on report. High quality support on damage to cultural heritage in Syria issued with excellent feedback.
						(ii) Annual report on UNITAR/UNOSAT Space Charter activities submitted to Space Charter Board	Binary	Achieved 🟢	
			(ii) Number of new map and report templates in place and used	1	1 🟢	(iii) Number of humanitarian rapid mapping activations	20	30 🟢	
						(iv) Percentage of public released maps broadcasted using social media	75%	80% 🟢	
						(v) Technical briefings on activities at four international conferences and annually at IASC community in Geneva and New York	4	Six conferences and briefings to IASC Geneva and New York 🟢	
			(i) Increase in			(i) Number of countries in which Map Your School is carried out	2	0 🔴	Support given to a number of requests concerning Syria, South-Sudan, CAR and other

UNOSAT	(b)	Enhanced knowledge and awareness of disaster risks among local populations	number of local communities featured in disaster risk database	100%	150% 🟢	(ii) Minimum number of children exposed to initiative	700	0 🔴	South Sudan, CAR and other security-related crises. Support to UN fact finding missions and panel of experts on Syria, Ethiopia and Sri Lanka. High quality report on Gaza damage assessment produced and widely circulated. Excellent feedback on report. High quality support on damage to cultural heritage in Syria issued with excellent feedback.
			(ii) Percentage of schools confirming that awareness among school children of local disasters has increased	90%	NM ⚫	(iii) Number of web platforms for large volume data input available	1	0 🔴	
						(iv) Number of stories featuring Map Your School	4	0 🔴	The map your school project was cancelled due to lack of funds for implementation. However, local communities were exposed to improved DRR through other projects and training.
	(c)	Increased skills and capacity of national experts to use satellite derived mapping and GIS for emergency response and territorial planning & monitoring	(i) Percentage of beneficiaries trained using new skills in national contexts	90%	90% 🟢	(i) Skills development training delivered to beneficiaries on GIS for disaster risk reduction and territorial planning and monitoring	250	273 🟢	Foreseen in-country project for Myanmar did not start in 2014, this is planned for 2015. In-country projects in Chad and initial support/planning for Algeria.
						(ii) Number of Member States receiving UNOSAT support for in-country projects, including training and technical support	6	6 🟢	

UNOSAT	(ci)	Improved knowledge of water resources in Chad	(i) Percentage of trained professional and students successfully meeting course requirements	80%	80% 🟢	(i) Number of professionals and students receiving training	35	35 🟢	Distribution of maps among local and regional leaders highly successful with very good feedback. Two non-foreseen maps produced due to additional demand.
			(ii) Percentage of map recipients confirming that hydrological maps have provided useful information and increased knowledge for improved water management	75%	90% 🟢	(ii) Number of maps produced	35	37 🟢	
DCP	(d)	Strengthened capacities of government officials to develop comprehensive strategies for flood disaster risk management at federal and/or state levels	(i) Number of flood disaster risk management strategies developed at federal and/or state levels	3	1 🔴	(i) Training on flood disaster risk management delivered to federal and/or state officials	50	25 🔴	Planned activities could not be held in 2014 due to the outbreak of The Ebola virus in Nigeria at that time. Consequently, the resource persons were not allowed to travel to Nigeria for health safety reasons. The programme is to be rescheduled.
DCP	(e)	Increase awareness on disaster risk reduction at the municipal level	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased	75%	80% 🟢	(i) Training and knowledge exchanges delivered to stakeholders	100	836 🟢	

RD	(f)	Support to preparatory process of WCDRR and dedicated research on value of earth observation for DRR	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased	75%	NM ⬤	(i) Awareness training delivered to delegates and experts involved in preparatory process for WCDRR;	300	900 🟢	Actual beneficiary outputs (registrations) based on final narrative report figures. Actual performance measure for accomplishment not reported. The figures could not be corroborated with EMS figures, however.
						(ii) Research on training available on DRR	Binary	Achieved 🟢	Research undertaken in developing the online awareness raising tutorial for WCDRR.
			(ii) Research results and inclusion of earth observation in HFA2 final documents	n/a	1 chapter of CEOS book on EO for DRR; scientific review of CEOS input to WCDRR; input to UNISDR for HFA-2 strategy regarding value of Earth Observation ⬤	(iii) Research on value of Earth Observation for DRR and input to the Committee on Earth Observation Systems (CEOS) and the European Space Agency (ESA)	Binary	Achieved (Study) 🟢	
	(g)	Design on-line tool for risk assessment (CEDRIG)	(i) Delivery of fully functional on-line tool	Binary	Achieved 🟢	Fully functional online risk evaluation tool for DRR projects	Binary	Partially achieved 🟡	Output assessment based on narrative report submitted to the donor.
Unplanned Results :			**DCP**: A number of unplanned results were produced over the course of the biennium, including strengthened knowledge of officials from the Democratic People's Republic of Korea on agriculture and livestock breeding practices, strengthened capacities on governance and sustainable development related topics through e-Learning, enhanced understanding of the human rights-based approach to disability by policy makers and other stakeholders and enhanced capacity of leaders and decision makers working with the United Nations to identify and overcome barriers to effective collaboration for development.					

Performance Challenges and Lessons Learned:	**RD**: Implementation challenges of programming related to the online tool for risk assessment (CEDRIG) are noted in the final narrative report. Such challenges include tight deadlines to produce deliverables and delayed timing for establishing clear focal points between UNITAR and donor, as well as challenges in conveying and sharing complete and technical information necessary for the construction of multi-faceted web site. A number of lessons learned are also recorded in the final narrative report.

FO1	EFFECTIVE LEADERSHIP							
1.1	Maintain Effective Leadership, Stewardship, Governance and Outreach							
Programme	**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
		Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
OED, PPRS	(a) Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate results	(i) Percentage of corporate key performance indicators achieved within 80 per cent of target	80%	80% 🟢	(i) KPIs formulated and monitored to promote imp. of strategic priorities	Binary	Achieved 🟢	The Institute's key performance indicators (KPIs) were monitored regularly and discussed at management meetings and at the Board of Trustees annual session annually. Some of the KPI values (e.g. those related to finance) are discussed more regularly than others (e.g. beneficiary outreach). The Institute has set a gender parity indicator for learning related beneficiaries for 2016-2017, and will be more regularly monitoring beneficiary related indicators in the future.
		(ii) Percentage of management meetings in which corporate results are discussed	60%	25% 🔴				
		(i) Percentage of Board of Trustees recommendations implemented within specified timeline	100%	100% 🟢	(i) Reports produced by the Board of Trustees and subsidiary body meetings	3	5 🟢	Over the course of the biennium, the Board of Trustees met in three sessions (two regular and one extraordinary). All decisions/recommendations of the Board have been recorded and follow-up action monitored within the specified timeline,

OED, PPRS	(b)	Effective implementation of decisions / recommendations of oversight and governance bodies	(ii) Percentage of audit recommendations under sole UNITAR control implemented within specified timeline	100%	15% 🔴	(ii) Reports of regular management meetings	Binary	Not achieved 🔴	with reports on action that Management has taken submitted to the Board at subsequent sessions. All documentation of the Board was produced in a timely matter. Performance of the result area is assessed as fully achieved. Reports of regular management meetings have not be kept, however, due to the special assistant being reassigned to Agenda 2030 programming.
						(iii) Internal policies developed and application effectively monitored	Binary	Achieved 🟢	
	(c)	Managerial coordination within UN system agencies and the Secretariat	(i) Number of initiatives undertaken in coordination with UN system agencies and Secretariat departments	4	3 🟡	(i) Facilitation of high level meetings	Binary	Achieved 🟢	OED participation in SRSG and Heads of Mission Meetings, in addition to the A+3 Oran Meeting and presenting the SG Report of UNITAR to ECOSOC
						(ii) Assistance provided in response to requests from the SG	Binary	Achieved 🟢	Requests for information from SG readily provided, including production of SG report on the work of UNITAR and inputs on the SG report related to the proposed consolidation of the RTIs.
	(d)	Representational function of the Executive Director maintained	(i) Percentage of requests (internal and external) representation executed	80%	NM ⚫	(i) Agreements, speeches, briefing notes, minutes, reports and other documents produced	Binary	Achieved 🟢	

Unplanned Results :	There were no unplanned results reported.
Performance Challenges and Lessons Learned:	Accomplishment area (c), Managerial coordination within the UN system, was somewhat limited during the 2014-2015 biennium, due primarily to the attention required to follow-up on the Secretary-General's proposed consolidation of the United Nations research and training institutes. During the biennium, engagement took place with the directors of the other RTSs, including UNITAR participation on the governing bodies of the United Nations University and the United Nations System Staff College, as well as engagement with the Steering Group on Learning and Training Related to the Post 2015 Development Agenda, and the Learning and Career Support Coordination Group. Monitoring OED coordination was rendered more difficult than in previous years due primarily to the special assistant to the ED being reassigned to 2030 Agenda-related programming (Research Department).

FO2	STRENGTHEN QUALITY AND EFFECTIVENESS							
2.1	Further Strengthen Internal Capacities for Effective and Efficient Planning and Delivery of Results							
Programme	**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
		Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
OED, PPRS	(a) Improved accountability in delivering results	(i) Percentage of project documents having logical frameworks or other results matrices with indicators / performance measures	90%	52% 🟠	(i) Provision of methodological guidance and review of project documents and other results frameworks	Binary	Achieved 🟢	Output targets were met for this accomplishment area (methodological advice being provided on a request basis and often when reviewing project proposals/documents, and the SPG tracking tool having been improved over the course of the biennium). The outcome target of project documents having logical frameworks or other results matrices was not, and two indicators were not measured (discussed below under performance challenges and lessons learned).
		(ii) Percentage of project narrative reports submitted on time	100%	NM ⚫	(ii) SPG tracking tool maintained with quarterly reports to the ED	Binary	Achieved 🟢	
		(iii) Percentage of programmes reporting key output performance measures quarterly	100%	NM ⚫				

OED, PPRS	(b)	Strengthened self-evaluation function	(i) Percentage of learning-related events in which intermediate (learning outcomes) are assessed/evaluated	85%	86% 🟢	(i) Provision of methodological guidance through job aides, templates and coaching	Binary	Achieved 🟢	Most UNITAR events and projects are linked to specific learning outcomes. The Institute has made much progress over the past several years measuring learning, although most tools/methods used continue to rely on subjective approaches, such as self-assessment in participant reaction questionnaires (e.g. "please rate the extent to which you achieved the learning objectives") or the use of before-after retrospective self-assessments of learning.
			(ii) Percentage of learning-related activity-events in which higher level outcomes are assessed/evaluated	40%	NM ⚫				
	(c)	Strengthened independent evaluation function	(i) Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	80%	75% 🟢	(i) Independent reviews of programme self evaluations	10	3 🔴	The number of planned independent evaluations and independent reviews of self-evaluations was less than planned, although the performance measure of the expected outcome was achieved (75%). All recommendations of the independent evaluation were implemented. The section expressed the need for UNITAR to undertake more independent evaluations, and the Board of Trustees recognized this need at its fifty-sixth session.

					(ii) Independent project evaluations	4	3 🟡	
OED, PPRS	(d)	Effective knowledge integration and organizational learning	(i) Percentage of manager respondents confirming that lessons learned have been applied to future programming	75%	NM ⚫	Repository of lessons learned created for programme management	Binary	Not achieved 🔴	It is recognized that the Institute needs to work to further promote the learning function of evaluation. Limited human resource capacity of the section and additional assignments, combined with a frozen activity budget for half of the biennium, prevented the section from achieving planned outputs and progress towards the expected accomplishment. At the end of the fourth quarter, a junior professional officer was recruited to assist with the evaluation and knowledge management function.
	(e)	Corporate reporting of results	(i) All corporate reports produced within established deadlines	Binary	Achieved 🟢	Programme Performance Reports	3	3 🟢	All corporate reports achieved within the established timelines, including the 2012-2013 Programme Performance Report. 2015 Report of the Secretary-General
						Draft Reports of the Secretary General on UNITAR to ECOSOC	1	1 🟢	

Unplanned Results :	Design and roll-out of the online project tracking tool to replace the excel-based SPG tracking tool.
Performance Challenges and Lessons Learned:	**PPRS:** The performance against planned outputs and outcomes is variable. The performance target of projects with logical frameworks or other result matrices with indicators and performance measures was not achieved, despite regular methodological advice and review of project documents. While the tools and guidance are in place, the practice has generally not followed. This discrepancy is due, at least in part, to the size and scope of many projects, which tend to be relatively small with budgets less than $100,000 and some less than $50,000; and the reluctance of programmes to articulate results with performance measures when donors do not require them. The timeliness of narrative reporting also varies across the Institute. This irregularity is likely due to various reasons, including some reporting dates as overly ambitious, and, a large number of projects with narrative reporting requirements. The SPG tracking tool (SPG TT) was monitored regularly with status reports to the Executive Director. Weaknesses with the SPG TT led to the development of an online project tracking solution. The outputs on independent evaluation and organizational learning were not achieved (primarily due to funding and human resource constraints). The Board of Trustees took note of this and a junior professional was recruited in 2015 and became operational in 2016. The Monitoring and Evaluation Policy Framework would also be reviewed to facilitate compliance of requirements and at the same time promote more independent evaluative undertakings and improvements with lesson and organizational learning.

FO2	STRENGTHEN QUALITY AND EFFECTIVENESS							
2.2	Further Strengthen the Quality of UNITAR Products and Services							
		Accomplishments			**Outputs**			
Programme	**Accomplishment**	**Accomplishment Indicator**	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	**Assessment Observation**
KSI, PPRS (a)	Improved implementation know-how to align learning events with quality assurance tools	(i) Percentage of sampled self-assessments meeting established criteria	40%	54% 🟢	(i) Methodological guidance provided to programmes for self-assessment against quality standards	Binary	Achieved 🟢	The Quality Assurance Framework includes methodological guidance on each of the 16 standards. The Quality Assurance Committee organized a special staff meeting in October 2014 to share experiences on applying the QAF. Four learning modules have been completed and two are pending completion. The QAC has not been able to complete all scheduled independent reviews of self-assessments, and the output performance target may have been overly ambitious.
		(ii) Percentage of e-Learning course self-assessments submitted receiving ECBCheck certification	100%	100% 🟢	(ii) Just-in-time short learning modules on quality criteria/ instructional design developed	6	4 🔴	
					(iii) Independent reviews performed on programme self assessments	32 (for QAC)	13 🔴	
PPRS (b)	Endogenous learning strengthened for quality improvement	(i) Percentage of quality assurance review recommendations implemented	80%	71% 🟡	(i) Recommendations submitted to programmes for quality improvement	Binary	Achieved 🟢	The QAC issued a total of 72 recommendations, 29 of which are implemented. As of 2015, the QAC reports on the application of the QAF annually to the Board of Trustees. One of two learning events on the QAC were implemented.
					(ii) Knowledge sharing forums on quality assurance	2	1 🔴	
Unplanned Results:		**PPRS**: UNITAR developed and administered an online knowledge assessment using the UNITAR virtual learning environment (VLE) for the Global Water Partnership of Southern Africa's Water, Climate and Development Programme, and performed a peer review on the quality of the programme based on the UNITAR Quality Assurance Framework (QAF) for learning-related programming.							

Performance Challenges and Lessons Learned:	**PPRS**: All partnership agreements submitted were reviewed and cleared. While all non-financial agreements were submitted for review, only 78% of financial agreements were submitted for review, however. Monitoring the timeframe for review and clearance proved challenging as there were often numerous back-and-forth exchanges with programmes. As a consequence, the procedures for review and clearance were modified in early 2016The Quality Assurance Framework (QAF) has proven to be instrumental in terms of providing a tool to validate, and promote the improvement of, quality. Over the course of the biennium, the QAC discussed a number of bottlenecks on applying the framework and subsequently a revised framework was issued in August 2014. As a result of the revision and efforts to promote the QAF, the rate of application of the framework increased in 2015, although it remained below the required level. The QAC took note during 2015 of the need to further revise the framework, including the need to look at its own capacity to perform the independent reviews of self-assessments, and decided to initiate the process of identifying elements for revision through a questionnaire administered to UNITAR staff in early 2016.

FO3		Optimize efficiency							
3.1		**Optimize Efficiency by Leveraging Programming Synergies, Streamlining Internal Operations and Reducing Externa Service Costs**							
Programme		**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
			Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
APS	(a)	Improved efficiency in processing procurement transactions	Percentage rating on client satisfaction	75%	NM ⬤	(i) Client survey administered	Binary	Not achieved 🔴	Client survey not administered.
	(b)	Sustained quality of administrative services delivery	(i) Percentage rating on client satisfaction	75%	NM ⬤	(i) Client survey administered	Binary	Not achieved 🔴	Client survey not administered.
FBS	(c)	Maintenance of sound financial statements and financial records	Unqualified audit opinion of the Board of Auditors on financial statements	Binary	Achieved 🟢	(i) Unqualified audit opinion of BOA on financial statements	Binary	Achieved 🟢	Definition of output definition requires changing.
	(d)	Efficient support to programme activities	(i) Improved support cost ratio (Support costs vs. overall costs)	18%	18% 🟢	(i) Improved support cost ratio	Binary	NM ⬤	Definition of output definition requires changing.
			(ii) Reduction of budget and finance related external service costs (External service costs vs. overall costs)	2.1% ($1,050k/ $49,038)	NM ⬤	(I) Reduction of budget and finance related external service costs	Binary	NM ⬤	Definition of output definition requires changing.
FBS	(e)	Sustained quality of finance and budget services delivery	(i) Client satisfaction ratio	80%	NM ⬤	(i) Client survey administered	Binary	Not achieved 🔴	Client survey not administered.

HRS	(f)	Timely workforce profiling and alignment with corporate needs	(i) All posts submitted by programmes are reviewed and classified to ensure clarity of roles/ responsibilities based on the Institute's approved structure	Posts classified within 1 week of submission	NM ●	(i) Classification advices issued for each classified post	Binary	NM ●	
	(g)	Timely administration of contracts	Number of processing days for contract issuance following requests submitted by programmes	3	NM ●	(i) Proper contractual management	Binary	NM ●	
	(h)	Improved opportunities for development of skills / competencies	Ratio of learning and career development courses per staff	02 to 01	NM ●	Training and career development administered	Binary	NM ●	

CITSS	(i)	Increased cost-effectiveness of IT solutions and plans	Cost of hosting website and email servers	94,000 CHF/year	52,560 CHF per year	(i) new service contract negotiated and signed with web server and email server hosting provider(s)	Binary	Achieved	The website was migrated to the new cloud hosting service without any downtime or disruption. The cloud hosting service is significantly cheaper than the physical web server hosting service, with a reduction in monthly cost from 930 CHF to 180 USD. The cost for the email hosting service was also reduced through y a new agreement, which included email hosting as well as new services on Microsoft Office 365 (MS office products, Sharepoint), with a reduction from 6,196 CHF to 4,380 CHF including the new services. Email server hosting agreement did not go through UNDP, but by a competitive bidding. As a result, the total monthly cost was reduced from 6,196 chf to 4,380 chf, which includes additional services (Office 365).
Unplanned Results :			Design of the online project tracking tool to replace the excel-based tool.						
Performance Challenges and Lessons Learned:			**CITSS**: The work of the section is divided into two completely different functions, Communications and Information Technology. As such, the section deals with tasks that are very broad and diverse. It is a constant challenge to deliver quality services and products to clients by such a small team (2 staff and 2 interns/trainees/collaborators). The Section requires stable human resources to be able to carry out the work. Furthermore, due to the fact that the section receives constant and various requests from different clients it is challenging to predict the workload and plan accordingly.						

FO4			INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS						
4.1			Increase and Diversify Financial Resources with an Emphasis on New, Emerging Donor Countries and the Private Sector						
Programme			**Accomplishment**	Accomplishments			Outputs			**Assessment Observation**
				Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
OED, PRM	(a)		Increased income to match budget requirements	(i) Percentage increase in income over 2012-2013 biennium	13.2%	11.50% 🟡	(i) Financial agreements negotiated and concluded with donors	Binary	Achieved 🟢	The output has clearly contributed to providing financial sustainability and meeting budget targets, although there is some disparity across programmes.
	(b)		Increased diversification of funding	(i) Proportion of income supporting multi-year projects	50%	43% 🟡	(i) Financial agreements negotiated and concluded with donors, including private sector	Binary	Partially achieved 🟡	Contributions from the private sector have not provided the projected increase in the diversification of funding.
				(ii) Proportion of income stemming from the private sector	15%	0.7% 🔴				
				(iii) Proportion of voluntary contributions to the General Fund from developing countries	60%	73.8% 🟢	(ii) Outreach services to developing countries, including the new 'emergent' countries	Binary	Partially achieved 🟡	This is assessed as partially achieved, despite the accomplishment indicator having been met. Most resources stem from one donor, and increased efforts are required to further diversify funding, including non earmarked contributions to the General Fund.
				(iv) Proportion of voluntary contributions received from new emerging countries	12%	9.4% 🟡				

Unplanned Results :	There were no unplanned results recorded during the biennium.
Performance Challenges and Lessons Learned:	One of the most significant challenges entails the high transaction costs associated with a large volume of relatively small scale projects with earmarked funding. Exacerbating this problem is the large number of small scale projects with financial and narrative reporting requirements, with some projects requiring multiple financial reports. This has placed constraints on the Finance and Budget Section and has contributed to the delay and backlog in producing financial report.

FO4	INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS							
4.2	Increase the Breadth and Depth of Partnerships in Programming							
Programme	**Accomplishment**	**Accomplishments**			**Outputs**			**Assessment Observation**
		Accomplishment Indicator	**Target (rev)**	**Actual**	**Output indicator**	**Target (rev)**	**Actual**	
OED, PRM	(a) Expanded partnerships in programming	(i) Proportion of UNITAR events delivered with partners	60.0%	65% 🟢	(i) Partnership agreements negotiated and concluded	Binary	Achieved 🟢	UNITAR pursues an aggressive partnership strategy. Over the course of the biennium, the Institute negotiated and concluded 180 donor agreements, 19 implementing partner agreements and 39 non financial memorandums of understanding. The majority of the Institute's training related outputs are delivered with partners.
		(ii) Proportion of UNITAR beneficiaries registered from events implemented with partners	70.0%	77% 🟢				
		(iii) Proportion of UNITAR partners from UN agencies	50%	23% 🔴				
	(b) Deepened partnership collaboration in programming	(i) Percentage of multi-year funding projects designed and implemented through partnerships	50%	NM ⚫	(i) Joint project documents submitted to donors for funding	Binary	Partially achieved 🟡	The number of joint project documents submitted to donors is very limited. This is primarily the result
Unplanned Results :		Over the course of the biennium, the Institute reviewed its processes for the clearance of financial and non financial agreements, harmonized approaches and established policy guidelines for the receipt of voluntary contributions and for the disbursement of funds to implementing partners.						
Performance Challenges and Lessons Learned:		Performance challenges are primarily associated reviewing, recording, monitoring the implementation of and reporting on a large number of financial agreements. One of the lessons learned is to seek to avoid financial reporting for relatively small scale projects. Another challenge is related to promoting more collaborate approaches in programming. To meet this challenge, the Institute organized in 2014 a training event on collaboration.						

FO5	ENHANCE COMMUNICATION							
5.1	Enhance Coherence and Effectiveness of Internal and External Communications, Engage Stakeholders and Strengthen the Institute's Brand							
		Accomplishments			Outputs			
Programme	Accomplishment	Accomplishment Indicator	Target (rev)	Actual	Output indicator	Target (rev)	Actual	Assessment Observation
CITSS (a)	Improved coherence and increased effectiveness in communications	(i) Percentage of sampled communication products in compliance with communication guidelines	75%	80%	(i) new branding guidelines with the 50th anniversary logo and a set of templates	Binary	Achieved	New branding guidelines and a set of templates were made available. CITSS also gave regularly advice on the usage of branding guidelines. The branding guidelines are being widely recognized and used by colleagues from all programme, the clearance procedure for printed materials are established and visual coherence in communication materials has increased. In total, advices were given 186 times to different programmes on the use of branding guidelines between June 2014 and December 2015. A presentation on the new branding guidelines were also given at the end of October 2014.
					(ii) Training and coaching provided to UNITAR staff on using new branding guidelines	Binary	Achieved	
					(iii) website, EMS, Virtual Learning platform, social network platforms branded in coherent manner	Binary	Achieved	

CITSS	(a)	Improved coherence and increased effectiveness in communications (cont)	(ii) Percentage of sampled beneficiary feedback results in which respondents agree or strongly agree that pre-event information was useful in making an informed decision on taking the event	90%	90% 🟢	(iv) UNITAR brochure and presentation material developed	Binary	Partially achieved 🟡
						(v) Target audience analysis for each programme implemented and demographic information collected	Binary	Not achieved 🔴
						(vi) Revised guidelines on branding includes clear messages that reflect our strategic aims	Binary	Achieved 🟢

CITSS	(b)	Increased engagement from UNITAR "alumni"	(i) Percentage of beneficiaries from learning events joining an alumni network	40%	NM ⬤	(i) social media platform for alumni launched	Binary	Not achieved 🔴	CITSS contributed to finalizing the concept note and the project proposal of the MDP alumni network, and to creating the LinkedIn group for the Women's Leadership Programme. However, the idea of creating an alumni platform for the UNITAR alumni as a whole was not pursued due to the fact that it might not be relevant and useful for alumni to interact with people from completely different courses and events, and that the resources required to maintaining such a platform cannot be secured by the current CITSS workforce.
CITSS	(c)	Strengthened recognition of the UNITAR brand	(i) Percentage of sampled survey respondents from UN agencies, Member States, and professional training service providers recognizing UNITAR name and logo	50%	68.20% 🟢	(i) Brand recognition survey administered	Binary	Achieved 🟢	The first survey on UNITAR Brand was conducted in 2015, following the issuance of the new Branding Guidelines in 2014. The recognition rate of UNITAR logo was better (68.2%) than target (50%) and the familiarity of UNITAR was also close to 90%. CITSS plans to conduct the same survey annually to see the trend.
						(ii) New branding guidelines issued	Binary	Achieved 🟢	
						(iii) Training delivered on the use of the new branding guidelines	Binary	Achieved 🟢	

Unplanned Results:	**CITSS**: A number of unplanned results were achieved during the biennium, including the migration of the sharepoint platform, the migration of mass mailing tool to a cloud-based platform, the migration of MS Office to version Office 265, the upgrading of Moodle from version 2.5 to 2.7, the migration of IMIS to Atlas, the development and testing of the project tracking tool and the development of the public-private partnership conference website.
Performance Challenges and Lessons Learned:	**CITSS:** The work of the section is divided into two completely different functions, communications and information technology. As such, the section deals with tasks that are very broad and diverse. It is a constant challenge to deliver quality services and products to clients by such a small team (2 staff and 2 interns/trainees/collaborators). The Section requires stable human resources to be able to carry out the work. Furthermore, due to the fact that the section receives constant and various requests from different clients it is challenging to predict the workload and plan accordingly.

Annex 2 - Non-programmed Results

Division	Acomplishment Result	Output result	Number of non-programmed results
New York Office (NYO)	None recorded	None recorded	0
Hiroshima Office (HO)	Enhanced capacities of public servants and practitioners/experts on the agri-business in Afghanistan	15 participants trained	9
	Increased understanding of green economy for Afghan public servants	20 participants trained	
	Strengthened knowledge and skills in the area of negotiation and communication; enriched knowledge about the current state of the regional and global nuclear debates; enhanced networks	10 participants trained	
	Enhanced leadership and communication capacities of young Afghan women	18 participants trained	
	Strengthened knowledge and skills regarding transparency in the public service; anti-corruption; leadership; change management strategies; training the trainer for 8 countries in the Sahel region.	16 participants trained	
	Increased capacity to further develop the human resource abilities of junior - mid level South Sudanese professionals	20 participants trained	
	UNITAR outreach within the Hiroshima community maintained	Output result not specified	
	Liaison role of the Hiroshima Office further developed	Output result not specified	
	Financial sustainability of the Hiroshima Office maintained	Output result not specified	
Decentralised Cooperation Programme (DCP)	Strengthened knowledge of officials from DPRK on agriculture and livestock breeding practices	13 senior officials trained in the field of agriculture and livestock breeding	4
	Strengthened capacities on governance and sustainable development related topics through e-learning	7 new e-learning courses available	
	Enhanced understanding of the human rights-based approach to disability by policy makers and other stakeholders	1 blended learning course developed and implemented	
	Enhanced capacity of leaders and decision-makers working with the UN to identify and overcome barriers to effective collaboration for development	1 blended learning course developed and implemented	
Peacemaking and Conflict Prevention Programme (PMCP)	Strengthened knowledge and skills of officials of the Pan African Parliament	Output result not specified	4
	Two to four Departmental Heads of Mission Conferences held in tandem with the SRSG Seminar to further refine and enhance UN practice	2 departmental Heads of Mission Conferences organized in 2014	
	UNITAR Briefing on Conflict Analysis and Peacemaking for OHCHR Minority and Indigenous Fellow	1 briefing for minority and indigenous fellows conducted in 2014	
	Publication and dissemination of knowledge product Strengthening the Practice of Peacemaking and Preventive Diplomacy in the United Nations: The UNITAR Approach	Printing of 3,000 books. Book launch organized. Dissemination to all Ambassadors to the UN and UNOG, and other key actors and institutions	
Peacekeeping Programme (PTP)	Strengthened capacities of high level officials in preparation for their participation in peace/security-related bodies at the international and regional level	111 Representatives of African countries participating in the 3-day meeting	1
		20 High level officials participating in training	
Multilaterial Diplomacy Programme (MDP)	None recorded	None recorded	0
UNITAR Operational Programme on Satellite Applications (UNOSAT)	None recorded	None recorded	0
Public Finance and Trade Programme (PFTP)	None recorded	None recorded	0
Knowledge Systems Innovation (KSI)	None recorded	None recorded	0
Chemicals and Waste Management Programme (CWM)	None recorded	None recorded	0
Green Development and Climate Change Programme (GCP)	None recorded	None recorded	0
Communications and IT Support Section (CITSS)	Accomplishment not specified	Migration of sharepoint platform	8
	Accomplishment not specified	Upgrade of MS Office to version Office 365	
	Accomplishment not specified	Upgrade of Moodle from version 2.5 to version 2.7	
	Accomplishment not specified	Migration of mass mailing tool to cloud base platform	
	Accomplishment not specified	Migration of ERP from IMIS to Atlas	
	Accomplishment not specified	Project Tracking Tool developed	
	Accomplishment not specified	Public-private partnership conference website developed	
	Accomplishment not specified	Mercury learn platform developed	
Planning, Performance and Results Section (PPRS)	Timely quality assurance review of financial and non financial partnership agreements	Guidance documents developed on receipt of voluntary contributions and disbursement of funds to implementing partners; tempates developed; review of partnership agreements;	4
	Enhanced monitoring capacities of earmarked projects	Design and development of project tracking tool and guidance	
	Knowledge and skills of Algerian trainers in training design and evaluation	Monitoring and evaluation of training delivered to KSI entrepreneurship project in Algeria	
	Strengthened quality of the Economics of Adaptation, Water Security and Climate Resilient Development Programme	Knowledge assessment developed and peer review undertaken on the quality of WACDEP, with findings, conclusions and recommendations issued.	
Office of the Executive Director (OED)	None recorded	None recorded	0
Finance and Budget Section (FBS)	None recorded	None recorded	0
Administration and Procurement Section (APS)	None recorded	None recorded	0
Human Resources Section (HR)	None recorded	None recorded	0
Total			30