



UNITAR/BT/65/3

**Annexure 18 of the  
Revision to the Programme Budget for the  
Biennium 2024 - 2025**

**Proposed for consideration by the Board  
of Trustees at its Sixty-Fifth Session**

Unedited and unformatted

## STRATEGIC OBJECTIVES (SO). RESULTS AREAS AND OUTPUTS

### Strategic Objective 1.1

SO1. Promote peace and just and inclusive societies	1.1 Support institutions and individuals to contribute meaningfully to sustainable peace
Sustaining peace entails a broad range of activities aimed at preventing the outbreak, continuation, escalation and recurrence of violent conflict. This sub-objective will focus on supporting institutions and individuals, including those who tend to experience marginalization, such as Indigenous Peoples, women, youth and others, to contribute meaningfully to sustainable peace by increasing capacities of stakeholders at different levels to prevent and resolve violent conflicts, restore the rule of law, and build lasting peace. This will entail strengthening capacities to effectively support social integration and peaceful coexistence; to address root causes of conflict and negotiate and mediate mutual beneficial and lasting solutions; and to establish legal and regulatory frameworks on access to information, public participation in decision making, and access to justice.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Hiroshima Office (HO)	4	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation <b>LNOB GEEW</b>	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	90 per cent	70 per cent	Survey/ Questionnaire	Training delivered to 254 beneficiaries
HO	16	Strengthened knowledge and skills of primary and mid-level professionals who aspire to pursue career at international organizations in the areas of peacebuilding and development [ <b>New rev.</b> ] <b>LNOB GEEW</b>	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent	Survey/ Questionnaire	Training delivered to 270 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Peace-making and Preventive Diplomacy Programme Unit (PMCP), HO	16	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 <b>LNOB GEEW</b>	Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	92 per cent	98 per cent	PMCP: 75 per cent  HO: 70 per cent	Survey/ Questionnaire	PMCP: Training delivered to 80 beneficiaries  HO: Training delivered to 18 beneficiaries
PMCP	16	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 <b>LNOB GEEW</b>	Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	99 per cent	98 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 70 mid and senior officials
PMCP	16	Strengthened knowledge and skills of mid and senior level African and Asian/Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and	Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	90 per cent	Not funded	75 per cent	Survey/ Questionnaire	Training delivered to 35 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		negotiation <b>LNOB GEEW</b>						
PMCP	16	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations <b>LNOB GEEW</b>	Percentage of high-level officials from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	94 per cent	92 per cent	90 per cent	Report/LOP	Knowledge sharing facilitated for 100 SRSGs and other senior staff through the organization of two high level seminars
PMCP	16	Enhanced knowledge and skills of Indigenous Peoples' representatives in conflict analysis and negotiation <b>LNOB GEEW</b>	Percentage of trained representatives who have indicated having achieved the learning objectives mostly or fully in conflict analysis and negotiation	Not applicable	75 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 35 beneficiaries
Peace-keeping Training Programme Unit (PTP)	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of male and female UN peacekeepers to	Percentage of male and female participants successfully meeting the completion requirements of	90 per cent	85 per cent	85 per cent	Internal unit monitoring data	Training of trainers delivered to a gender-balanced group of participants, delivered to 90 beneficiaries  2-day training session on UN peace operations delivered to

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		operate securely in dangerous environments, allowing for improved performance in the theatre of operations <b>LNOB GEEW</b>	the training of trainers session  Percentage of male and female commissioned officers successfully meeting the completion requirements of the training session  Percentage of male and female non-commissioned officers successfully meeting the completion requirements of the training session	NM  NM	85 per cent  85 per cent	85 per cent  85 per cent	Internal unit monitoring data  Internal unit monitoring data	male and female commissioned officers, delivered to 420 beneficiaries  1-day training session on UN peace operations delivered to male and female non-commissioned officers, delivered to 8,000 beneficiaries  Pre-deployment training delivered to police officers prior to deployment to UN peace operations. Training delivered to 1,575 beneficiaries
PTP	16	Improved knowledge, skills and behaviour of male and female medical and para-medical personnel (military and police deployed to the top 5 high-risk UN peace-keeping operations) to	Percentage of male and female participants successfully meeting the completion requirements of the training session  Percentage of	85 per cent	85 per cent	85 per cent	Internal unit monitoring data	Training sessions delivered to a uniformed (military and/or police) medical and para- medical personnel (m/f). Training delivered to 160 beneficiaries  Training of trainers delivered to uniformed (military and/or police) medical and para- medical personnel (m/f). Training delivered to 80 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		address physical and psychological trauma in a gender-responsive manner <b>LNOB GEEW</b>	male and female participants successfully meeting the completion requirements of the Training of Trainers session <b>[New rev.]</b>	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	
PTP	16	Enhanced understanding among African countries nominated to be part or being part of UNSC of peace and security issues relevant at the regional level <b>LNOB GEEW</b>	Percentage of representatives attending the High-level Seminar endorsing the final report	100 per cent	100 per cent	90 per cent	Internal unit monitoring data	High-level seminar attended by representatives of African countries nominated to be part or being part of UNSC, Seminar attended by 140 representatives from member countries
PTP	16	Strengthened technical and practical knowledge and expertise of humanitarian stakeholders responsible for the implementation of energy programming in displacement settings <b>[New org.] LNOB GEEW</b>	Percentage of participants successfully meeting the participation requirements of the workshop  Number of participants (m/f) attending webinars and workshops <b>[New rev.]</b>	Not applicable  Not applicable	Not applicable  Not applicable	95 per cent  280	Internal unit monitoring data	Workshops attended by representatives of key humanitarian organisations within and outside of the UN humanitarian response system, including displaced and local host communities. Workshops attended by 620 participants

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
PTP	16	Strengthened capabilities of Gender Military Advisors and Protection Focal Points to integrate a gender dimension at each stage of operational planning process <b>[New org.] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training of trainers sessions	Not applicable	Not applicable	85 per cent	Report/LOP	Training of trainers delivered to military officers from Troop Contributing Countries. Training delivered to 80 participants
PTP	16	Strengthened capabilities, motivation and opportunities of military and police personnel from Malaysia to counter terrorism and prevent maritime crimes <b>[New org.] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to military and police personnel from Malaysia. Training delivered to 450 participants
PTP	16	Strengthened capacities of Malaysian Maritime Enforcement Agency (MMEA) and other national maritime stakeholders in the context of Maritime Security as a reaction to internal and external threats in the region <b>[New rev.] LNOB GEEW</b>	Number of institutional framework of the MMEA drone unit established	Not applicable	Not applicable	1	Internal unit monitoring data	Conduct a fact-finding mission to hold strategic discussions with all relevant maritime in particular with the MMEA on the establishment of a maritime surveillance drone unit

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 Actual	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of uniformed women to integrate security forces at the national, regional and international levels <b>[New org.] LNOB GEEW</b>	<p>Percentage of women successfully meeting the participation requirements of the awareness raising workshop</p> <p>Percentage of women successfully meeting the completion requirements of the training sessions</p>	Not applicable	Not applicable	95 per cent	Internal unit monitoring data	<p>Awareness raising workshops attended by women. Workshops attended by 1,000 participants</p> <p>Training delivered to uniformed women at the national, regional and international levels.</p> <p>Training delivered to 200 Women</p>
				Not applicable	Not applicable	85 per cent	Internal unit monitoring data	



PTP	16	Enhanced capabilities of judicial system personnel in Senegal, to promote the rule of law, a just and equitable society, and the effective fight against corruption and impunity <b>[New org.] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to judicial system personnel in Senegal. Training delivered to 1,800 participants.
PTP	16	Enhanced opportunities of military personnel from selected Troop Contributing Countries to provide basic first aid in the theater of operations <b>[New org.] LNOB GEEW</b>	Percentage of personnel from selected TCCs deployed to UN peace operations equipped with Basic First Aid Kits	Not applicable	Not applicable	95 per cent	Internal unit monitoring data	Basic First Aid Kits procured for personnel from selected TCCs deployed to UN peace operations. Kits provided to 2,000 individuals
PTP	16	Improved preparedness of personnel (civilian, military and police) from anglophone East Africa to perform their mandated tasks in the framework of UN / regional peace operations <b>[New org.]-LNOB GEEW</b>	Percentage of trainings offered by TPTC tailored to performance needs of real-life mission contexts  Percentage of TPTC trainers certified by UNITAR  Percentage of male and female participants successfully meeting the completion	Not applicable  Not applicable  Not applicable	Not applicable  Not applicable  Not applicable	40 per cent  60 per cent  40 per cent	Internal unit monitoring data  Internal unit monitoring data  Internal unit monitoring data	Trainings tailored to performance needs of real-life mission contexts  Training of trainers delivered to TPTC trainers. Training delivered to 40 participants  Training delivered to personnel by TPTC trainers. Training delivered to 2,000 participants

			requirements of the training sessions delivered by trained trainers					
PTP	16	Improved preparedness of personnel (civilian, military and police) from francophone West Africa to perform their mandated tasks in the framework of UN / regional peace operations" <b>[New org.] LNOB GEEW</b>	Percentage of trainings offered by EMPABB tailored to performance needs of real-life mission contexts	Not applicable	Not applicable	40 per cent	Internal unit monitoring data	Training delivered to personnel by TPTC trainers. Training delivered to 2,000 participants
			Percentage of EMPABB trainers certified by UNITAR	Not applicable	Not applicable	60 per cent	Internal unit monitoring data	Training of trainers delivered to EMPABB trainers. Training delivered to 40 participants
			Percentage of male and female participants successfully meeting the completion requirements of the training sessions delivered by trained trainers	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Training delivered to personnel by EMPABB trainers. Training delivered to 500 participants
			Percentage of male and female participants successfully meeting the completion requirements of the training sessions delivered by KAIPTC trainers	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Training delivered to personnel by KAIPTC trainers. Training delivered to 500 participants

PTP	16	Strengthened capabilities (knowledge and skills) of practitioners to operate effectively in the domain of conflict, peace, and security <b>[New org.] LNOB GEEW</b>	Percentage of students successfully meeting the completion requirements of the Master program, within the allocated time	Not applicable	Not applicable	60 per cent	Other: Collaborative unit and monitoring data	Higher education and modules delivered to adult learners who enrol into the Master Programme  Modules delivered to 100 students
PTP	16	Strengthened capabilities (knowledge and skills) of practitioners to operate effectively in the domain of electoral policy and administration <b>[New org.] LNOB GEEW</b>	Percentage of students successfully meeting the completion requirements of the Master programme, within the allocated time	Not applicable	Not applicable	60 per cent	Other: Collaborative unit and monitoring data	Higher education and modules delivered to adult learners who enrol into the Master Programme  Modules delivered to 90 students
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of key stakeholders in Africa to integrate human rights into early warning data collection and analysis. <b>[New org.] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training of trainers session.	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training of trainers delivered to representatives of Africa-based Center of Excellence, AUC, RECS, CSOs, NHRIs. Training delivered to 15 beneficiaries  Multiplication trainings delivered by trained institutions with support of UNITAR coaches. Training delivered to 120 participants
PTP	16	Strengthened capabilities, motivation and opportunities of military and police personnel from the Gulf of Guinea to counter terrorism and prevent	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to military and police personnel from the Gulf of Guinea. Training delivered to 400 participants

		maritime crimes <b>[New org.] LNOB GEEW</b>						
PTP	16	Strengthened capabilities of African regional / national institutions and partners engaged in the context of counter-terrorism and maritime security as a reaction to internal and external threats in the region <b>[New rev.] LNOB GEEW</b>	Percentage of participants (m/f) successfully meeting the completion requirements of the training session at ISMI and the AILCT	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Infrastructural improvements and procurement of equipment completed. One Infrastructural intervention and equipment procurement completed  Training delivered to 282 beneficiaries
PTP	16	Strengthened capacities of East African Coastal States as MS of the DCoC and other national maritime stakeholders in the context of Maritime Security as a reaction to internal and external threats in the region <b>[New rev.] LNOB GEEW</b>	Percentage of increase in operational efficiency due to infrastructural improvements and procurement of equipment. Number of policies reviewed and developed, number of workshop hold.	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Enhance regional maritime security through improved surveillance, more effective counter-piracy and maritime crime efforts, and the establishment of a legal framework in alignment with the Djibouti Code of Conduct
PTP	16	Strengthened capacities of police officers, magistrates and other individuals (m/f) in the field of counterterrorism from different African countries on how to assist and to protect victims of	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to individuals (m/f) involved in counterterrorism in different African countries  Training delivered to 210 beneficiaries

		terrorism <b>[New rev.] LNOB GEEW</b>						
PTP	16	Strengthened capacities of the AILCT to offer tailored training to police, military and other personnel (m/f) contributing to effective fight against terrorism <b>[New rev.]</b>	Percentage of training participants (m/f) successfully meeting completion requirements of training involving specialized equipment (e.g., 4x4 vehicles)	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Driving range for training on 4x4 vehicles constructed. 1 driving range constructed  Vehicle for participants transportation procured. 1 bus procured
PTP	16	Strengthened leadership capacities of young women in the peace and security field <b>[New rev.] LNOB GEEW</b>	Percentage of participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	90 per cent	Internal unit monitoring data	Training delivered to young women in a global cohort.  Training delivered to 20 beneficiaries
PTP	16	Strengthened operational readiness of police officers (m/f) from African and emerging PCCs deployed to MINUSCA, MONUSCO, UNISFA and UNMISS <b>[New rev.] LNOB GEEW</b>	Percentage of participants (m/f) successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Pre-deployment training delivered to police officers (m/f) prior to deployment to UN peace operation  Training delivered to 2,000 beneficiaries
PTP	16	Strengthened technical and practical knowledge and expertise of government officials directly responsible for the implementation of	Number of curricula available to train governmental officials (m/f) on the implementation of the	Not applicable	Not applicable	1	Internal unit monitoring data	Curriculum for 4-week fellowship fully developed. 1 curriculum developed

		the Programme of Action and the International Tracing Instrument <b>[New rev.] LNOB GEEW</b>	Programme of Action and the International Tracing Instrument					
PTP	16	Enhanced capacities of the A3 Member in championing and promoting common African positions and interests in the UN Security Council decision-making processes <b>[New rev.] LNOB GEEW</b>	Percentage of A3 Members (m/f) confirming increased confidence in their role	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	11th High-level seminar attended by representatives (m/f) of AU Peace and Security Council  Seminar attended by 120 representatives from member countries  Training delivered to 120 beneficiaries  Seminar attended by 120 participants
PTT	16	Enhanced capacities of UN field missions' personnel (m/f) to effectively prevent and respond to CRSV <b>[New rev.] LNOB GEEW</b>	Percentage of UN field missions' personnel (m/f) successfully meeting the completion requirements of the online training	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to 100 UN field missions' personnel (m/f).
PTP	16	Enhanced intercultural capacities of personnel (m/f) deployed to UN peace operations <b>[New rev.] LNOB GEEW</b>	Percentage of personnel (m/f) deployed to UN peace operations accessing the guide and online course on intercultural competencies	Not applicable	Not applicable	25 per cent	Internal unit monitoring data	Guide and online course on intercultural competencies translated and made available to anglophone personnel (m/f) deployed to UN peace operations. 1 guide and online course translated
PTP	16	Enhanced operational readiness of	Percentage of participants (m/f) successfully	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Pre-deployment training delivered to Tanzanian and Somali police officers (m/f) prior to deployment

		Tanzanian and Somali police officers (m/f) to address evolving challenges in peacekeeping missions, particularly in high-risk and complex environments <b>[New rev.] LNOB GEEW</b>	meeting the completion requirements of the training session					to peace operations. Training delivered to 470 beneficiaries
PTP	16	Expanded access to high-impact pre-deployment training for uniformed personnel (m/f) in East Africa <b>[New rev.] LNOB GEEW</b>	Percentage of TPTC staff (m/f) using the newly developed and implemented information management system	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Information management system developed and implemented. 1 system developed
			Percentage of participants (m/f) successfully meeting the completion requirements of the training of trainers session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training of trainers delivered to participants (m/f). Training delivered to 40 beneficiaries
			Percentage of participants (m/f) successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Pre-deployment training delivered to commissioned and non-commissioned officers (m/f). Training delivered to 4,000 beneficiaries
PTP	16	Expanded access to high-impact training for military and police personnel	Percentage of participants (m/f) successfully meeting the	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training of trainers delivered to participants (m/f) New courses developed.

		(m/f) from West Africa and beyond (aligned to UN standards and policy frameworks) <b>[New rev.] LNOB GEEW</b>	completion requirements of the training session					Training delivered to 1,032 beneficiaries
PTP	16	Expanded access to quality training for personnel (from all genders) in Africa <b>[New rev.] LNOB GEEW</b>	Percentage of participants (m/f) successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to 297 beneficiaries
PTP	16	Improved knowledge, skills and attitudes of selected MGAs and MGFPs to deliver the MGA-RTP at the international and national level, and to disseminate it to Troop Contributing Countries (TCCs) <b>[New rev.] LNOB GEEW</b>	Percentage of MGAs and MGFPs (m/f) successfully meeting the completion requirements of the training of trainers  Percentage of MGAs and MGFPs (m/f) deployed to UN peace operations stating confidence in their capabilities to integrate gender perspectives and address gender-related issues in the planning of	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Training of trainers delivered to trainers (m/f) selected from the pools of MGA/MGFP. Training delivered to 80 beneficiaries  Training delivered to participants (m/f) at national levels. Training delivered to 120 beneficiaries



			military operations					
PTP	16	Improved knowledge, skills, and attitudes of MGAs and MGFPs at the national and international level (UN Peace Operations) to integrate gender perspectives and address gender-related issues in the planning of military operations <b>[New rev.] LNOB GEEW</b>	Percentage of MGAs and MGFPs (m/f) deployed to UN peace operations meeting the completion requirements of the training	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Training delivered to MGAs and MGFPs (m/f) deployed in UN Peace Operations. Training delivered to 120 beneficiaries
PTP	16	Increased women participation in peace processes in Africa <b>[New rev.] LNOB GEEW</b>	Percentage of increase in women participation in track one peace processes in Africa	Not applicable	Not applicable	100 per cent	Internal unit monitoring data	Policy framework for women participation in peace processes in Africa developed. 1 framework developed  Women participated in track one peace process in Africa. Peace processes attended by 2 women.
PTP	16	Strengthened awareness of representatives from Troop Contributing Countries (m/f) on operational capabilities requirements and force generation processes for UN peace operations <b>[New rev.] LNOB GEEW</b>	Percentage of Troop Contributing Countries accessing the guide	Not applicable	Not applicable	25 per cent	Internal unit monitoring data	Guide on operational capabilities requirements and force generation processes for UN peace operations developed. 1 guide developed

PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of West African male and female police officers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations <b>[New rev.] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Pre-deployment training delivered to West African police officers prior to deployment to UN peace operations  Training delivered to 360 beneficiaries
Social Development Programme (SDP)	16	Strengthened knowledge on Human Rights <b>[New rev.] LNOB GEEW</b>	Percentage of participants who have indicated that their knowledge has increased	Not applicable	Not applicable	80 per cent	Survey/Questionnaire	Training delivered to 120 beneficiaries

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations; that beneficiaries, international partners and donors value the services of the programme; and that beneficiaries take action to follow-up on methodological guidance and training.

## Strategic Objective 2.1

<b>SO2. People and social inclusion</b>	<b>2.1 Promote people’s well-being, including the protection and empowerment of groups that are vulnerable and marginalized</b>
<p>Learning is crucial to promoting people’s well-being and social inclusion. It provides a lever for individuals to open doors, understand problems, find solutions and participate in economic, social and political life. Unfortunately, many segments of society have been marginalized and made vulnerable, such as disabled persons, Indigenous Peoples, migrants, and internally displaced people and refugees. This sub-objective will focus broadly on developing people’s well-being, with emphasis on helping individuals acquire knowledge and skills to promote sustainable development. Learning and related programming focusing on improving stakeholders’ capacity to tackle non-communicable diseases and improve patients’ ability to practice self-care and manage their diseases, entrepreneurial and productive capacities, on the development and implementation of migration policies and on education for sustainable development are some examples of activities.</p>	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Hiroshima Office (HO)	5	Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS <b>[RD rev.] GEEW LNOB</b>	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	70 per cent TBC	70 per cent	Survey/ Questionnaire	Training delivered to 400 participants
HO	5	Strengthen capacity and knowledge of government officials to mainstream gender issue in the government policies <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent	Survey/ Questionnaire	Training delivered to 40 participants
HO & New York Office (NYO)	5	Increased knowledge and skills for women working in Cyber <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 7,568 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
NYO	16	Enhanced knowledge and skills of Indigenous Peoples' representatives <b>GEEW LNOB</b>	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 210 beneficiaries
SDP	3	Strengthened capacity of local and national officials to tackle road safety issues <b>GEEW LNOB</b>	Percentage of beneficiaries respondents reporting enhanced awareness and/or skills	NM	100 per cent	85 per cent	Internal unit monitoring data, Report/LOP	9,530 of beneficiaries reached
SDP	16	Strengthened capacity of government officials to tackle issues related to the fight against corruption <b>LNOB</b>	Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	95 per cent	100 per cent	85 per cent	Survey/ Questionnaire	752 beneficiaries reached
SDP	11	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics <sup>1</sup> <b>GEEW LNOB</b>	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	NM	100 per cent	80 per cent	Internal unit monitoring data	Training delivered to 150,000 beneficiaries (150,000 from the Global Network of affiliated International Training Centres for Authorities and Leaders)
SDP	11	Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	Not applicable	85 per cent	Internal unit monitoring data, Report/LOP	Training delivered to 600 beneficiaries

<sup>1</sup> Results area and related key output(s) of the Global Network of Affiliated International Training Centres for Leaders and Authorities (CIFAL) and funded through the respective CIFAL Center budget.

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		<b>[New org.] GEEW LNOB</b>						
SDP	3	Increased awareness of the risks of harmful consumption of alcohol <b>[RD rev.] GEEW LNOB</b>	Percentage of beneficiaries indicating increase in awareness of effects of harmful consumption of alcohol	Not applicable	Not applicable	80 per cent	Survey/Questionnaire	Training delivered to 500 beneficiaries
SDP	2	Strengthen knowledge and awareness of women about optimal breastfeeding practices <b>[New org.] GEEW LNOB</b>	Number of women completing the training on breastfeeding practices	Not applicable	Not applicable	500	Survey/Questionnaire	Training delivered to 500 beneficiaries

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations, and that beneficiaries, international partners and donors value the services of the Institute.

## Strategic Objective 2.2

<b>SO2. People and social inclusion</b>	<b>2.2 Strengthen representation of countries in special situations in institutions of global governance</b>
Supporting and promoting multilateralism and institutions of global governance is of great relevance and importance in today's world. Effective multilateral institutions require equitable representation, as well as strengthened capacities, including knowledge, awareness, skills and attitudes for delegates and other stakeholders to take part meaningfully and constructively in multilateral processes. This sub-objective aims to develop knowledge, skills and awareness on the processes, procedures, issues and decision-making arenas of multilateral institutions, with a focus on the United Nations system.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
New York Office (NYO)	4	Increased understanding of the United Nations Budget System <b>GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased <b>[RD rev.]</b>	Not applicable	100 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries
NYO	16	Enhanced knowledge and skills on the General Assembly organ of the United Nations <b>LNOB GEEW</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on	Not applicable	75 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
			the subject matter have increased					
NYO	16	Increased knowledge on United Nations Rules and Procedures <b>GEEW LNOB</b>	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully <b>[RD]</b>	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 60 beneficiaries
NYO	4	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment <b>[New org.] GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 8 beneficiaries
NYO	4	Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and	Percentage of participants replying they have increased their awareness of the United Nations Resolution for	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 483 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		other organs of the United Nations <b>[New org.] GEEW LNOB</b>	the QCPR and its process					
NYO	16	Raised awareness on the SDGs, its relationship with the private sector, meeting the Goals and targets, harmonization between institutions and monitoring and evaluation of the Goals <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents who confirmed their negotiation skills have increased	Not applicable	Not applicable	78 per cent	Survey/Questionnaire	Training delivered to 110 beneficiaries
Multilateral Diplomacy Programme Unit (MDP) and NYO	16	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues with the UN maintain a significant presence <b>GEEW LNOB</b>	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	MDP: 85 per cent  NYO: Not applicable	MDP: 95 per cent  NYO: Not applicable	MDP: 75 per cent  NYO: 80 per cent	Survey/Questionnaire	Training delivered to 1,918 beneficiaries



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
MDP & NYO	4	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment <b>GEEW</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	MDP: 84 per cent  NYO: Not applicable	86 per cent  NYO: Not applicable	MDP: 75 per cent  NYO: 80 per cent	Survey/Questionnaire  Survey/Questionnaire	Training delivered to 1,472 beneficiaries  NYO: Training delivered to 48 beneficiaries
MDP	16	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences <b>GEEW</b>	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	85 per cent	93 per cent	75 per cent	Survey/Questionnaire	Training delivered to 2,365 beneficiaries
MDP & NYO	16	Enhanced skills on conflict resolution, negotiation and mediation [ <b>New org.</b> ] <b>GEEW LNOB</b>	Percentage of beneficiary respondents who confirmed their negotiation skills have increased	MDP: Not applicable  NYO: Not applicable	MDP: 99%  NYO: Not applicable	MDP: 75 per cent  NYO: 80 per cent	Survey/Questionnaire	Training delivered to 30 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
MDP & NYO	16	Enhanced knowledge and skills for newly graduated college students on the United Nations <b>GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter has increased	MDP: Not applicable  NYO: Not applicable	MDP: 100 per cent  NYO: Not applicable	MDP: 75 per cent,  NYO: 85 per cent	Survey/ Questionnaire	Training delivered to 394 beneficiaries
Social Development Programme (SDP)	3	Improved implementation know-how to align learning events with quality assurance tools <b>[New rev.] GEEW LNOB</b>	Number of certificates issued	Not applicable	Not applicable	600	Internal unit monitoring data	Training delivered to 1,800 beneficiaries

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations, and that beneficiaries, international partners and donors value the services of the Institute.

## Strategic Objective 2.3

SO2. People and social inclusion				2.3 Promote health for all, particularly the most vulnerable people and countries				
Achieving Universal Health Coverage and building strong, resilient health systems requires public, private, people and partnerships. Ensuring that low resource countries have essential institutional capacities, structures, systems and financing in place to tackle the most pressing health challenges like non-communicable diseases in a sustained and sustainable manner. This sub-objective aims to support countries' progress towards achieving SDG 3.								
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Division on NCD, Digital Health, and Capacity Building (NDC)	3	Advocacy, coordination, and strategic leadership on NCD prevention and control, data for health, and sustainable development <b>[New org.] GEEW LNOB</b>	Number of relevant publications, reports, advocacy initiatives, communications, meetings, events, and outreach on other platforms to elevate action on NCD, digital health, and capacity building	Not applicable	Not applicable	2	Report/LOP	<p>Promote a more united and strengthened global movement to stimulate collaborative advocacy, action, and accountability for NCD prevention and control</p> <p>Strengthen the national capacity for the collection of health data, through integrated health information systems</p> <p>Strengthen coordination among national, regional, and international organisations active in the production and analysis of health data for sustainable development</p>

NDC	3	Joint development of training and research courses <b>[New org.] GEEW LNOB</b>	Number of institutions (and individuals) benefiting from training and research activities under this Project	Not applicable	Not applicable	1	Report/LOP	<p>Identify suitable partners to jointly design, develop, market, and administer accredited, accessible, and affordable training and research courses on NCD prevention and control, global health, digital health, capacity building and other programming needs</p> <p>Increase the capacity for the implementation of innovative and modern national health information systems</p> <p>Increase the capacity to operate with modern digital data collection and analysis system including the use of artificial intelligence</p>
NDC	3	Expansion and support to multi-stakeholder partnerships <b>[New org.] GEEW LNOB</b>	Number of active partnerships built and/ or strengthened in support of the Project activities	Not applicable	Not applicable	2	Report/LOP	<p>Build on the convening power of the United Nations and Project partners to support the development and promotion of innovative solutions and approaches for improved NCD care, digital health, and capacity building initiatives</p> <p>Develop and strengthen partnerships with national and international health organisations involved in the production and use of data and health innovation.</p>

NDC	3	Increased resources and sustainable financing <b>[New org.] GEEW LNOB</b>	Number of successful proposals developed to support the Project activities	Not applicable	Not applicable	1	Report/LOP	Work with partners and consortiums to develop successful funding and project proposals to increase funding for NCD prevention and control, digital health, and capacity building activities  Build national capacities for developing and strengthening sustainable financing solutions for health programmes.
NDC	3	Increased accessibility and quality of public health education. <b>[New rev.] GEEW LNOB</b>	Number of courses migrated on the WHO Academy's LXP within the designated timeline	Not applicable	Not applicable	85	Report/LOP	Migration of 130 courses on the WHO LXP before the end of December 2024
Social Development Programme (SDP)	3	Increased capacity of stakeholders in plasma collection and supply practices <b>[New org.] LNOB</b>	Percentage of beneficiaries who have agreed that their awareness and understanding of sustainable plasma collection and supply has increased	Not applicable	Not applicable	80 per cent	Report/LOP	Training delivered to 960 beneficiaries  Three training events on topics related to plasma collection and supply  One publication on topics related to plasma collection and supply
SDP	4	Consistent provision of affordable essential medicines, diagnostics, and equipment for NCDs enabled in target countries	Number of individuals from developing or least developed countries who have graduated any of the programmes	Not applicable	Not applicable	150	Report/LOP	Training delivered to 250 beneficiaries

		[New rev.] GEEW LNOB							
--	--	-------------------------	--	--	--	--	--	--	--

### **Assumptions and external factors**

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations, and that beneficiaries, international partners and donors value the services of the Institute.

### Strategic Objective 3.1

<b>SO3. Planet, environmental protection and restoration, and climate change</b>	<b>3.1 Foster a green, low carbon and climate resilient transition</b>
<p>Enhancing individual and institutional, legal and technical capacities to adapt to climate change is essential, as is supporting the transition to greater resource efficiency, low carbon growth, responsible consumption and production, based on circular economy principles. Under this subobjective, we will continue to work with various partners, including a broad spectrum of UN entities and national educational institutions, to design, develop and implement learning strategies as a pathway to achieving green, low-carbon and climate resilient development. We will focus on developing both foundational knowledge and applied skills in the analysis of climate vulnerabilities and risks, the identification and prioritization of response measures and in the design and implementation of strategies to promote green growth and climate change resilience.</p>	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Green Development and Climate Change Programme Unit (GCP)	13	Countries make progress in advancing their climate learning strategies and mobilize resources for implementation, leveraging cross-sectoral and multi-stakeholder collaboration	Number of climate change learning actions implemented	Not applicable	19	26	Report/LOP	<p>Relevant officials from 2 new countries receive technical and financial support to take a strategic approach to climate change learning and help them achieve their climate commitments</p> <p>2 proposals for the development of the regional platforms submitted</p> <p>NDC communication</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>materials in French</p> <p>Public broadcasts on climate change on 3 TV channels and 2 radio channels</p> <p>Existing NDC platform updated</p> <p>Support to the Government of Benin's National Tree Day 2024</p> <p>Training of sectoral actors on the NDC monitoring platform</p> <p>2 Partnership Plan periodic meetings</p> <p>3 regional workshops on the NDC</p> <p>2 national workshops on the NDC</p>



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>Simplified summary document of the first NDC assessment study</p> <p>Flyers, posters and kakemonos on the NDC assessment study results</p> <p>2 dissemination workshop</p>
GCP	13	The capacity of education and training institutions is enhanced to design and implement climate learning education that is country-driven, gender sensitive, inclusive, and integrates longer-term climate change learning objectives to education plans <b>GEEW LNOB</b>	Number of national institutions involved in skills assessments for inclusive and green economy climate change learning <b>[New org.]</b>	Not applicable	Not applicable	1	Report/LOP	<p>2 national events on the integration of climate change into school curricula and education system held</p> <p>6 new tools and resources on climate change developed</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
GCP	13	Youth have identified ways to use knowledge, information and skills and make practical applications that promote climate change in their context <b>GEEW and LNOB</b>	Percentage of young people participating in climate change activities that report having made a practical application of the knowledge acquired <b>[RD rev.]</b>	Not applicable	81 per cent	70 per cent of respondents	Report/LOP	<p>2 TEDx events organized</p> <p>1 radio/TV programmes on climate change with a youth focus delivered</p> <p>42 Youth Climate Dialogues organized</p> <p>2 climate change learning resources made available to youth</p>
GCP	13	Citizens and professionals are able to take individual action on climate change using knowledge and skills acquired, and mobilize to influence the climate change debate and action taken in their contexts.	<p>Number of certificates <b>[New org.]</b></p> <p>Percentage of professionals participating in climate change and green economy learning activities that report taking climate action or making climate-friendly decisions <b>[New org.]</b></p>	<p>Not applicable</p> <p>Not applicable</p> <p>Not applicable</p>	<p>98 per cent</p> <p>180,964</p> <p>Not applicable</p>	<p>70 per cent</p> <p>150,000</p> <p>70 per cent</p>	<p>Report/LOP</p> <p>Report/LOP</p> <p>Report/LOP</p>	<p>4 exchange events on climate change for professionals organized through alumni network</p> <p>2 editions of the Climate Classroom delivered</p> <p>4 exchange events on climate change for the global public</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>organized through alumni network</p> <p>Learning delivered to 250,100 beneficiaries</p> <p>12 e-learning modules on REDD+ in Portuguese</p> <p>5 tailored learning modules for WFP staff developed</p> <p>3 UNFCCC courses hosted on the UN CC:Learn e-learning platform through the UN CC:Learn affiliation programme</p> <p>Three face-to-face workshops on climate change adaptation</p> <p>A three-module e-learning course</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>on climate change adaptation</p> <p>One training developed and delivered to journalists in Zambia</p> <p>Learning needs assessment completed in at least three public sectors: energy, agriculture and forestry</p> <p>5 e-learning modules on Reducing CO2 Emissions from Civil Aviation</p>
GCP	8	Individual and institutional capacities for national green development strategies and policy reforms strengthened <b>GEEW</b>	Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	8	3	1 more	Partner reports	<p>2 additional online courses designed and delivered in collaboration with key PAGE partners</p> <p>Technical advice and grants provided to national or regional training</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>institutions in 2 new countries</p> <p>1,000 beneficiaries trained</p> <p>Capacity building and support to innovation hubs/accelerator and labs/incubators to promote green business and ensure readiness of start-ups and SMEs to access funds supporting the green transitions.</p> <p>Skills assessment to identify levels of understanding of the relationship between business activity, climate change and green transitions, as well as the corporate policies and approaches</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>towards green industry and jobs.</p> <p>One action plan developed after skills assessment.</p> <p>Assess the existing training institutional capacities to deliver learning on green economy issues.</p>

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations and that the necessary human resources and key sub-contractors can be sourced within the required timeframes.

## Strategic Objective 3.2

<b>SO3. Planet, environmental protection and restoration, and climate change</b>	<b>3.2 Strengthen the sound and sustainable management of chemicals and waste</b>
Continued support to increase legal, technical and infrastructure capacities of governments and other relevant stakeholders to implement chemicals and waste conventions, global agreements and systems. This is critical in the period 2022-2023 as the international community negotiates a new framework for the sound management of chemicals beyond 2020 and issues of global concern, such as plastics, becomes more visible globally.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Chemicals and Waste Management Programme Unit (CWM)	12	Increased access to and awareness of key tools to improve national capacity for sound chemicals management <b>GEEW LNOB</b>	<p>Percentage of policy maker/ stakeholder respondents affirming that access has increased via the IOMC Toolbox</p> <p>Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements <b>[New rev.]</b></p>	Not applicable	67 per cent	30 per cent	Survey/Questionnaire	<p>Training delivered to 1,705 beneficiaries</p> <p>5 courses on GHS, WMCE, GSC in different languages (French, Portuguese,..) developed</p> <p>Training materials developed for GHS and PRTRs and Toolbox</p> <p>Awareness raising materials developed on chemicals and waste</p>
				Not applicable	Not applicable	2	Report/LOP	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
CWM	12	Improved national capacities to implement chemicals and waste management conventions, including capacity to reduce POPs, and capacity to mobilize financial resources <b>LNOB GEEW</b>	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	3	2	1	Survey/Questionnaire	Training delivered to 150 stakeholders
			Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on reducing UPOPs emissions have increased <b>[RD rev.]</b>	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	
CWM	12	Increased access to and awareness of key tools to improve national capacity for treatment of	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on	Not applicable	Not applicable	70 per cent	Survey/questionnaire	Training delivered to 180 beneficiaries  Training materials developed



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		electrical and electronic products <b>[New org.]</b> <b>LNOB GEEW</b>	PCB management related issues increased <b>[RD rev.]</b>					
CWM	12	Improved national capacities to implement chemicals and waste management regimes, including capacity to reduce POPs, and capacity to mobilize financial resources <b>[New org.]</b> <b>LNOB GEEW</b>	Number of multi-stakeholder coordination mechanisms in place	Not applicable	Not applicable	2	Internal unit monitoring data, Report/LOP	Training delivered to 90 beneficiaries (assuming that 40 stakeholders participate in the multi-stakeholder coordination mechanism)
CWM	12	Improved national capacities to implement chemicals and waste management regimes, including capacity to reduce POPs, and capacity to mobilize	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements <b>[New org.]</b>	Not applicable	Not applicable	40	Report/LOP	Training delivered to 37 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		financial resources <b>LNOB</b>						
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities as regards the production, usage and final disposal of ubiquitous goods <b>LNOB</b> <b>GEEW</b>	Research papers, policy briefs and monitors developed	Not applicable	Not applicable	61	Report/LOP	<p>Advisory services for the partners</p> <p>Development of at least one additional Regional E-waste Monitor</p> <p>Development of the next Global E-waste Monitor</p> <p>Finding the awareness about the challenges and opportunities of e-waste and the skills to collect and improve national, regional and worldwide e-waste statistics.</p> <p>Generation of e-waste data sets for e.g. Lebanon, Bahrain, Balkan states etc.</p> <p>Maintenance and further improvement of the <a href="http://globalewaste.org">globalewaste.org</a> online data base</p> <p>New Tools and Guidance for EU members states for plastic waste</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>Scientific leadership of a research project on criminal shipment of wastes</p> <p>Online training on E-waste statistics and legislation assessment framework</p> <p>Training delivered to 75 beneficiaries</p>
SCYCLE	12	Increased access to and awareness of key tools to improve national capacity for treatment of electrical and electronic products <b>LNOB GEEW</b>	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	Not applicable	Not applicable	2	Report/LOP	Training delivered to 2 beneficiaries
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	<p>Research papers, policy briefs and monitors developed</p> <p>Number of countries preparing a strategy to manage</p>	Not applicable	Not applicable	2	Report/LOP	Training delivered to 12 beneficiaries
				Not applicable	Not applicable	2	Report/LOP	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		<b>[New org.] LNOB GEEW</b>	chemicals and hazardous chemicals under the international conventions and other agreements					

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations; beneficiaries, international partners, and donors value the services of the programme; and that beneficiaries take action to follow-up on methodological guidance and training.

### Strategic Objective 3.3

SO3. Planet, environmental protection and restoration, and climate change				3.3 Improve the conservation and sustainable use of natural resources				
Activities under this sub-objective will focus on the enhancement of capacities of key stakeholders to contribute to the implementation of internationally agreed environmental obligations. New programming will include renewable energy and cooperation in the production and management of clean energy technology; legal, technical and other capacities for legal frameworks pertaining to oceans and seas; and ecosystem-based approaches to protect marine and coastal ecosystems.								
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Green Development and Climate Change Programme Unit (GCP)	14	Increased knowledge of key stakeholders of equitable sharing of benefits from genetic resources in accordance with international legal regimes <b>LNOB</b>	Number of knowledge hubs for the demonstration of Ocean Management developed under use	Not applicable	Not applicable	10	Survey/Questionnaire	KTP user manual finalized and launched  Communities of practice setup and launched  One e-course on art based approaches in ocean governance finalised and launched  Exit strategy finalised and launched  500 beneficiaries trained

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations; beneficiaries, international partners, and donors value the services of the programme; and that beneficiaries take action to follow-up on methodological guidance and training.

## Strategic Objective 4.1

<b>SO4. Promote inclusive and sustainable economic growth</b>	<b>4.1 Help countries to achieve inclusive and sustainable economic growth</b>
<p>Equitable and inclusive economic growth is essential to build societies that are resilient to future risks and ensure that all segments of society enjoy the benefits of sustainable development. Yet, inequality is on the rise. Poverty and COVID-19 contribute to NCDs, and NCDs contribute to poverty and lead to complicated COVID-19 cases. All disproportionately affect marginalized and traditionally under-represented peoples, while the digital transformation is intensifying the digital divide. This sub-objective thus focuses on building individual and institutional capacity to create sustainable economic opportunities and pursue inclusive strategies, policies and actions in health, trade, economics, and finance. UNITAR empowers marginalized segments of society, women and youth to lead their communities in addressing pressing local needs. Policymakers and decisionmakers will be able to develop policies and systems that facilitate inclusive, equitable, and resilient prosperity. Business leaders will learn how to contribute to sustainable and inclusive development through their business activities. UNITAR programmes will cover knowledge and skills on inclusive strategies and policies, health, trade, finance, digital finance, combatting financial crimes, counterfeit medicines, and anti-corruption, debt financing and relief, restructuring and sound management, entrepreneurship and social entrepreneurship, private-sector development and digital technologies.</p>	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Hiroshima Office (HO)	2	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme) [RD rev.] <b>LNOB GEEW</b>	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Not applicable	87 per cent	70 per cent	Survey/Questionnaire	Training delivered to 7,551 beneficiaries
HO	2	Enhanced transferable skills of youth, including	Percentage of beneficiary respondents conforming having	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 150 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		entrepreneurial skills, knowledge and attitudes (South Sudan) <b>[New rev.] GEEW LNOB</b>	met learning objectives mostly or fully					
HO	11	Increase knowledge and skills to combat climate threats by using emergent technologies including Early Warning System <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 200 beneficiaries
HO, Social Development Programme (SDP)	8	Increased awareness of creative economy and of its potential for socio-economic development <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent for HO, 80 per cent for SDP	Survey/Questionnaire	Training delivered to 6,005 beneficiaries
Public Finance and Trade Programme (PFTP)	8	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent	Test results	Training delivered to 150 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		prudent financial management, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development (PFTP e-Learning courses) <b>[RD rev.] GEEW</b>						
PFTP	4	Enhanced knowledge and skills to mainstream gender equality and women's empowerment into government policy <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	Not applicable	80 per cent	Survey/Questionnaire	Training delivered to 150 beneficiaries
HO, PFTP	2	Enhanced transferable skills of youth, including entrepreneurial	Percentage of youth attending learning events who confirm learning objectives	Not applicable	Not applicable	70 per cent	Survey/Questionnaire Internal unit monitoring data Test results	Training delivered to 730 beneficiaries



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		skills, knowledge and attitudes <b>GEEW and LNOB [New rev.]</b>	were mostly of fully met					
SDP	4	Enhanced knowledge and skills of youth in the area of sustainability <b>GEEW [New rev.]</b>	Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Not applicable	Not applicable	80 per cent	Survey/Questionnaire	Training delivered to 30 beneficiaries
SDP	11	Enhanced knowledge of civil aviation authorities on airport management as engines for economic growth and development <b>[New rev.] GEEW</b>	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	Not applicable	85 per cent	Survey/Questionnaire	Training delivered to 300 beneficiaries
SDP	16	Optimised use of technologies for better decision making <b>[New rev.] LNOB</b>	Number of countries implementing new innovative solutions to improve health data collection and analysis	Not applicable	Not applicable	2	Internal unit monitoring data	Training delivered to 400 beneficiaries

## **Assumptions and external factors**

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations, and that beneficiaries, international partners and donors value the services provided.

## Strategic Objective 5.1

<b>SO5. Support the indivisible and integrated nature of the 2030 Agenda</b>	<b>5.1 Optimize the use of new technology, including geospatial technologies for evidence-based decision-making</b>
Science and technology are key elements for delivering the SDGs as one of the means of the implementation of the Agenda and are of great importance in enhancing the capacities at national and regional levels. The use of technology-based and innovative solutions will continue to play an important role in supporting a better informed and evidence-based decision-making processes by the UN system and Member States, in developing solutions with an integrated approach and in reaching more beneficiaries.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
United Nations Satellite Centre (UNOSAT)	13	Strengthened capacity of partner organizations and member states in leveraging satellite imagery and geospatial information for advancing sustainable development, especially regarding cooperation for the SDGs, climate action, health, protection of cultural heritage, and promotion of peace, justice,	Percentage of response to eligible backstopping requests	Not applicable	Not applicable	100 per cent	Internal unit monitoring data	Ad hoc technical backstopping provided to a minimum of 8 national and regional partners
			Percentage of training participants that successfully meet learning objectives	Not applicable	75 per cent	70 per cent	Internal unit monitoring data, Training reports, EMS	Training delivered to 140 beneficiaries
			Number of impact stories featuring one or more training participants	Not applicable	Not applicable	10	Internal unit monitoring data, Training reports, EMS	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		human security, human rights, health, and education [RD rev.] GEEW LNOB						
UNOSAT	13	Enhanced cooperation through the provision of tailor made solutions for the purposes of climate action, international development, protection of cultural heritage, and promotion of peace, justice, security, human rights, health and education [RD] GEEW LNOB	Percentage of surveyed stakeholders agreeing that solution developed by UNOSAT had a positive impact on their activities related climate action, international development, protection of cultural heritage, or promotion of peace, justice, security, human rights, health and education [New rev.]	Not applicable	Not applicable	75 per cent	Internal unit monitoring data, Training reports, EMS	12 tailor-made solutions delivered or updated for the purposes of climate action, international development, protection of cultural heritage, and promotion of peace, justice, security, human rights, health and education
UNOSAT	11	Enhanced support to member states, UN agencies and other organizations through the dissemination of	Percentage of surveyed stakeholders agreeing that the products provided were useful for decision making	Not applicable	Not applicable	70 per cent	Internal unit monitoring data	160 geospatial products delivered to support humanitarian assistance in the context of disasters  30 geospatial derived products delivered to support protection of

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		geospatial derived products and enhanced analyses in support of humanitarian assistance, protection of cultural heritage, and promotion of peace, justice, security, human rights, health and education, including in the context of natural hazard disasters or other complex emergencies <b>[RD rev.] GEEW LNOB</b>	in humanitarian assistance in the context of disasters  Number of impact stories/ case studies (following outcome harvesting methodology) published featuring the impact of UNOSAT activities on decision making for the purposes for humanitarian assistance in the context of natural hazard disasters <b>[New rev.]</b>	Not applicable	Not applicable	2	Internal unit monitoring data	cultural heritage in the context of natural hazard disasters or complex emergencies
UNOSAT	16	Enhanced support to member states, UN agencies and other organizations through the	Number of impact stories/case studies (following outcome harvesting	Not applicable	Not applicable	2	Internal unit monitoring data	90 geospatial products delivered to support decision making for the purposes of human rights protection, human security, and the promotion of peace and justice

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		dissemination of geospatial derived products and enhanced analyses in support of humanitarian assistance, protection of cultural heritage, and promotion of peace, justice, security, human rights, health and education, including in the context of natural hazard disasters or other complex emergencies <b>[RD rev.] GEEW LNOB</b>	methodology) published featuring the impact of UNOSAT activities on decision making for the purposes of human rights protection, human security, and the promotion of peace and justice <b>[RD rev.]</b>					20 activations in the context of complex emergencies, to support the promotion of peace, justice, human security and human rights.

UNOSAT	17	Enhanced contribution toward achievement of the sustainable development goals through streamlined managerial and reporting processes, and continuous adoption of innovative approaches and methodologies in the use of satellite imagery and geospatial information <b>[RD] GEEW LNOB</b>	Increase the deployment/Employment of AI in new field	Not applicable	Not applicable	1	Internal unit monitoring data	7 Artificial (AI) and Machine Learning (ML) models tested
UNOSAT	17	Enhanced awareness of the potential of GIS for sustainable development, with increased access to satellite imagery and geospatial data by UN agencies, Member States, and international organizations for coordination, planning, decision	Increase number of views of geospatial derived product published on the UNOSAT website	Not applicable	Not applicable	5 per cent	Internal unit monitoring data	2,000 downloads of UNOSAT's products published on HDX

		making, and policy development through outreach, engagement, knowledge sharing initiatives, and strengthened synergies with partners <b>[New]</b> <b>GEEW LNOB</b>						
--	--	---	--	--	--	--	--	--

### **Assumptions and external factors**

It is expected that funding of the above expected results will be in place. An important element for the budget period is that of engaging UNOSAT more at the regional and national level and ensuring that the knowledge generated by the programme is also available to senior UN management, with strengthened cooperation planned with UN Secretariat, including regional commissions.



## Strategic Objective 5.2

<b>SO5. Support the indivisible and integrated nature of the 2030 Agenda</b>	<b>5.2 Support coherence and evidence-based policies of the 2030 Agenda</b>
<p>The 2030 Agenda will require all countries and stakeholders to work together to implement the SDGs. It is crucial to continue increasing the awareness, but also building knowledge, skillsets and ability of various constituencies to act in support of the global goals in personal and professional capacities. Many Member States and key partners still need support for implementing and monitoring progress on the 2030 Agenda and producing and using evidence to inform decisions more effectively, with emphasis on enhancing the capacities of countries - in particular those in special situations - in promoting coherent and evidence-based policies and in improving multi-stakeholder engagement at the national level.</p>	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030 Programme Unit (Agenda 2030)	17	Improved access to relevant and effective e-learning for all <b>[New org.] GEEW LNOB</b>	Share of polled e-learning participants finding the learning services relevant and effective	Not applicable	Not applicable	70 per cent or more	Survey/Questionnaire	Training delivered to 4,300 beneficiaries  40,000 registered UNSDG:Learn users reached  1 e-tutorial developed for partner
Agenda 2030	17	More effective global knowledge sharing and outreach through UNSDG:Learn and other networks <b>[New org.] GEEW LNOB</b>	Share of polled UNSDG:Learn users evaluating the learning content featured on the Platform as relevant and effective	Not applicable	Not applicable	70 per cent or more	Survey/Questionnaire	800,000 or more UNSDG:Learn users reached  1-2 policy briefs or publications

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030	17	Strengthened capacities of change agents to promote change towards SDGs across systems and institutions <b>[New org.] [RD] GEEW LNOB</b>	Share of participants reporting relevance and effectiveness of training	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 140 beneficiaries  Joint Statement by University leaders on SDGs and a Pact for the Future
Agenda 2030	17	Strengthened capacities of national institutions in pilot countries to work towards SDGs in an integrated and evidence-based manner and reflecting LNOB principle <b>[New org.] GEEW LNOB</b>	Key stakeholders reporting 1-2 institutional changes or strengthened national capacities	Not applicable	Not applicable	1-2 per country	Other: Interviews	2 pilot countries  Training delivered to 150 beneficiaries
New York Office (NYO)	8	Well matched learning needs of individuals and organizations on SDGs ensuring effective SDG	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the SDGs has increased	Not applicable	Not applicable	78 per cent	Survey/Questionnaire	Training delivered to 50 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		learning resulting in behavioural change <b>[New rev.] GEEW LNOB</b>						
NYO	13	Enhanced knowledge of sustainable development, green governments, climate technologies, and strategies for reducing emissions across various sectors <b>[New rev.] GEEW LNOB</b>	Percentage of beneficiary respondents who confirmed their negotiation skills have increased	Not applicable	Not applicable	85 per cent	Survey/Questionnaire	Training delivered to 200 beneficiaries

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations; that beneficiaries, international partners and donors value the services of the programme; and that beneficiaries take action to follow-up on methodological guidance and training.

### Strategic Objective 5.3

SO5. Support the indivisible and integrated nature of the 2030 Agenda				5.3 Equip institutions to improve the quality of learning opportunities				
Activities under this sub-objective will strengthen the capacities of training related institutions, particularly those located in developing countries, to design and implement outcome-based learning in technical and vocational skills and lifelong-learning opportunities.								
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030 Programme Unit (Agenda 2030)	17	Strengthened global knowledge development and sharing among governments, training institutes and other stakeholders to support the implementation of the SDGs and better monitor and report progress on <b>[New rev.] GEEW LNOB</b>	Share of Governments aware of and seeing value in knowledge products and platforms developed with UNITAR's inputs	Not applicable	Not applicable	70 per cent	Survey/ Questionnaire	Training delivered to 500 beneficiaries, including through partnerships
New York Office (NYO)	16	Increased understanding of the 2030 Agenda <b>GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their	Not applicable	75 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 200 beneficiaries

			knowledge and awareness on the subject matter have increased					
--	--	--	--	--	--	--	--	--

**Assumptions and external factors**

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations; that beneficiaries, international partners and donors value the services of the programme; and that beneficiaries take action to follow-up on methodological guidance and training.

## FUNCTIONAL OBJECTIVES (FO)

### Functional Objective 1

<b>FO1. Sound executive leadership</b>	<b>Maintain sound executive leadership, stewardship and governance</b>
Positioning the Institute in an increasingly competitive and resource constrained environment is critical to enable the Institute to successfully deliver on its mandate and achieve organizational results. The Office of the Executive Director, led by the Executive Director, provides overall direction, executive management and stewardship and strategy formulation, as well as liaison with and reporting to the Board of Trustees.	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Office of the Executive Director (OED)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate results	Percentage of corporate key performance indicators achieved within 80 per cent of target	80 per cent	83 per cent	80 per cent	Other: KPI internal monitoring data	Key performance indicators formulated and monitored (PPME) to promote the implementation of strategic priorities
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	Percentage of Board of Trustees recommendations implemented within specified timeline	80 per cent	100 per cent	80 per cent	Internal monitoring data and report	Reports produced of the Board of Trustees and subsidiary body sessions Reports of regular management meetings Internal policies developed and application effectively monitored
		Percentage of audit recommendations under sole UNITAR control implemented from previous	78 per cent	52 per cent	100 per cent	Report	Development/revision and implementation of policies and related actions to implement Board decisions/recommendations

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		external audit exercises					

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding and staffing to support activities are secured in accordance with expectations and programme budget targets; that Board of Trustees provides the needed oversight, support and guidance.

## Functional Objective 2

<b>FO2. Strengthen programming for results</b>	<b>2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results</b>
<p>Delivering effective, efficient and sustainable results in an increasingly resource-constrained and competitive environment requires policies, practices and systems to be in place to ensure accountability and organizational learning. Since 2010, the Institute has developed an integrated results-based management system with a monitoring and evaluation policy framework at its core. While systems and policies are in place for effective planning, monitoring, evaluation and performance reporting, promoting a results-based culture across the Institute where practices for strong accountability and organizational learning are given the right balance of attention is in progress. During the 2024-2025 budget cycle, the Institute will continue to work towards addressing this imperative under the leadership of the Planning, Performance Monitoring and Evaluation Unit.</p>	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Planning, Performance Monitoring and Evaluation Unit (PPME)	Maintained accountability in delivering results	Percentage of sampled donor funded project documents with a budget of at least 200,000 USD having logical frameworks or other results formulations with indicators / performance measures	40 per cent	36 per cent	90 per cent	Internal monitoring of data of project recorded on the Project Tracking Tool	Provision of methodological guidance and review of project documents and other results frameworks (e.g. annual work plans and results-based budgets);
		Percentage of donor funded project documents with a budget of at least 200,000 USD having SDG alignment [RD]	23 per cent*	29 per cent*	75 per cent	Internal monitoring of data of project recorded on the Project Tracking Tool	Awareness raising delivered to UNITAR staff on project document writing, results-based management/ results formulation/theory of change/log frame;  Two corporate results reports with CITSU;  Coordination of strategic planning preparation;
		*Previous indicator: Percentage of donor funded project					



Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		documents having SDG alignment					<p>Coordination of results-based components of programme budgets;</p> <p>One Programme Performance Report (2022-2023);</p> <p>Draft report of the Secretary-General on UNITAR (2025),</p> <p>One SDG alignment exercise;</p> <p>Two UNSWAP evaluation and RBM KPIs monitored and reported</p>
PPME	Strengthened self-evaluation function	Percentage of self-evaluations sampled complying with the Evaluation Policy requirements for learning-related programming	Not applicable	38 per cent	90 per cent	Other: review of self-evaluation reports recorded on the Project Tracking Tool	<p>Methodological guidance provided through job aides, templates and coaching</p> <p>Meta-analysis report of self-evaluation undertakings issued</p>
		Percentage of sampled project completion evaluation reports that include findings, conclusions and recommendations	53 per cent	33 per cent	80 per cent	Other: review of project completion evaluation reports recorded on the Project Tracking Tool	<p>Ten independent quality assessments/reviews of programme self-evaluations</p>

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
PPME	Strengthened use of independent evaluation function [RD]	Proportion of accepted recommendations in which Management has initiated implementation within six months of issuance (RD)  Percentage of surveyed users reporting changed behaviors/perspectives from evaluation process (New rev.)	53 per cent  Not applicable	85 per cent  Not applicable	85 per cent  85 per cent	Other: Independent Evaluation recommendation tracking tool on Unitarnet  Survey/Questionnaire	Eight independent project evaluations  Two independent programme/cluster evaluations  Four impact stories developed
PPME	Effective knowledge integration and organizational learning	Managers from projects confirming that lessons learned informed the design of future phases of those projects  Percentage of sampled project completion reports with evaluation component that include lessons learned	86 per cent  Not applicable	100 per cent  Not applicable	80 per cent  80 per cent	Survey/Questionnaire  Other: review of self-evaluation reports recorded on the Project Tracking Tool	Repository updated on lesson learned  One knowledge sharing forum on integrating lessons-learned for quality improvement in programming  One good practice document and one guidance document on lessons learned developed

### Assumptions and external factors

The Institute is expected to achieve the expected accomplishments on the assumption that funding and staffing to support activities are secured in accordance with budget and that programme units engage and follow up on recommendations issued.

### Functional Objective 3

FO3. Optimize efficiency	3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs
<p>Quality programming and delivery of effective results require a light and efficient administrative apparatus and minimal external service costs. Over the course of the biennium, the Institute will continue efforts to streamline internal operations and reduce administrative costs, while at the same time ensuring compliance with the applicable United Nations rules, regulations and procedures. The Institute will aim to achieve the expected results through the Division for Operations, comprised of the following three units: Administration and Procurement, Budget and Finance and Human Resources. In line with the Secretary-General's Data Strategy, the Institute will develop an overall Data Strategy, aiming to achieve greater data access and sharing, improved data governance and collaboration, robust data protection and privacy, enhanced efficiency across our operations, greater transparency and accountability to better serve our constituencies and promote a data-driven organization.</p>	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Administration and Procurement Unit	Improved efficiency and speed in processing procurement transactions	Timely processing of Procurement Request (PR) transactions in Procurement platform according to procurement guidelines	Not applicable	Not applicable	5 days (from 7 days)	Internal monitoring data from the Procurement platform	Approved PR transactions  Purchase Orders (POs)
APU	Ensure achievement of Best value for money (BVM) <b>[New org.]</b>	Open and transparent procurement processes are conducted in accordance with relevant administrative circulars and procedures for	Not applicable	Not applicable	Implementation of formal/informal tenders to support programme unit procurement activities in accordance with timelines indicated in the procurement guidelines	Procurement opportunities advertised  Request For Quotations (RFQ)	Tenders/POs successfully awarded

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		the acquisition of goods and services					
APU	Continuous process improvement <b>[New org.]</b>	Continuous process improvement to advance automation and streamlining	Not applicable	Not applicable	Implementation of contract management process  Relevant updates performed to the Procurement platform	Contract management table  Committee on Contracts (CoC) request form	Template for contract management is uploaded on unitarnet  CoC request form is uploaded on unitarnet
APU	Strengthened administration and inventory processes <b>[New org.]</b>	Support the effective and systematic administration of premises, assets and inventory management in conformity with applicable administrative requirements	Not applicable  Not applicable	Not applicable  Not applicable	Asset administrative circular is updated to incorporate relevant improvements  Inventory Tool is updated to include all inventory list	Updated Asset AC  Updated inventory tool	Consolidated Inventory list
Finance and Budget Unit (FBU)	Re-create increased visibility of financial information in the new Oracle Cloud ERP for better project financial planning and Management	Redevelopment of project financial dashboards for program personnel	Not applicable	30 September 2022	30 April 2024	Internal unit monitoring data	Two basic financial dashboards or tools to help project financial planning and management

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
FBU	Create and maintain sound Accounting and Financial Reporting System in the new Oracle ERP	No material errors in the Financial Audits	Not applicable	31 May 2023	Binary	Test results	Unqualified Audit Opinions for the Institute's Financial Statements
FBU	Improved service delivery to programmes	Number of new tools designed and made available	Not applicable	Not applicable	4	Improved monitoring data	Salary estimates, travel, contribution tallying and project dashboards/tools developed
FBU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Number of processing days to complete DD reviews of programme unit self-assessments upon receipt of complete files	Not applicable	Not applicable	7 days	Internal monitoring data	Agreement reviewed in PTT as per the standard time
Human Resources Unit (HRU)	Timely workforce profiling and alignment with corporate needs	Number of processing days for issuance of classification advice following request submission	At least 15 days (in accordance with circular AC/UNTAR /2019/16)	At least 15 days	At least 15 days	Other	Classification advice issued for each classified post

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		Number of processing days for contract issuance following requests submitted by programmes	7 working days	7 working days	7 working days	Other	Proper contractual management
HRU	Improved opportunities for development of skills / competencies	Timely renewal of LinkedIn license and distribution to programme units	LinkedIn Learning available to staff and in accordance with circular AC/UNITAR/2019/09	LinkedIn Learning available to staff and in accordance with circular AC/UNITAR/2019/09	LinkedIn Learning available to staff and in accordance with circular AC/UNITAR/2024/09	Other	Renewal of LinkedIn Learning license
HRU	Improved efficiency in managing SSA contracts	New SSA contract management tool	Not applicable	Not applicable	Binary	Internal unit monitoring data	Regular processing of SSA contract and data management
Communications and Information Technology Support Unit (CITSU)	EMS aligned to the industry standards	EMS / website running on the latest Drupal version	EMS running on Drupal 8 (or 9 - TBD)	EMS running on Drupal 9	EMS running on Drupal 10	Internal unit monitoring data	the backend of EMS upgraded on the latest Drupal version
CITSU	EMS synchronizes with Moodle user activities <b>[New org.]</b>	Number of steps for event administrators in collecting user completion and participation	Not applicable	3 steps	1 step	Internal unit monitoring data	Moodle-EMS integrated and data transfer function operational

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
CITSU	Improved existing online platforms/ tools [RD org.]	Inventory tool updated with new functionalities	Not applicable	Not applicable	Integration with MS Office user data	Internal unit monitoring data	The inventory tool synchronized with the MS office user data.
CITSU	Enhanced Information Security [New org.]	Information security compliance with ISO27001/ 27002	Not applicable	Not applicable	2 recommendations implemented from the UNICC Cybersecurity Resilience Maturity Assessment document	Internal unit monitoring data	Policy revised EMS/website security enhanced

### Assumptions and external factors

The Institute is expected to achieve the expected accomplishments on the assumption that funding to support activities is secured in accordance with expectations.

## Functional Objective 4.1

<b>FO4. Increase and diversify financial resources and partnerships</b>	<b>4.1 Increase and diversify partnerships and income in accordance 2022-2026 strategic and programme budget objectives</b>
<p>As a project-based United Nations entity, partnership engagement and resource mobilization are critical and closely-linked functional enablers for UNITAR to delivery on its mandate. Over the past five years, the Resource Mobilization Strategy and objectives have helped project the Institute on a path of growth, despite much financial uncertainty and the onset of the COVID-2019 pandemic in early 2020. Under the Partnerships and Resource Mobilization Strategy, and recognizing that partnership engagement and resource mobilization are collective efforts led by Programme Units, but also supported by functional enablers, including in various capacities the Office of the Executive Director, Division for Operations, Finance and Budget Unit, Procurement and Administration Unit, and the Partnerships and Grant Oversight Unit, the Institute will strive to secure increased partnerships and income through national level and UN country office programming and strengthened engagement with the business/private sectors.</p>	

Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Office of the Executive Director, Programme Units and, Division for Operations, and Partnerships and Grant Oversight Unit (PGOU)	Increase in income to match programme budget targets	Amount of income mobilized to meet programme budget targets	\$68.10 million	\$89.947 million	\$97.382 million TBC	Internal monitoring data provided from ERP	Resource mobilization and partnership engagement (Programme Units)  Review/signatures of donor, IP, procurement and other agreements to enable Programme Units engage in successful mobilization of resources and programming (FBU, HRU, APU, PGOU)  Recording of agreements in centralized repository (PGOU)
Office of the Executive Director, PGOU and	Increased diversification of funding	Amount of income mobilized through engagement with UN country	n/a	\$2.333 million	\$5 million	Internal monitoring data	Monitoring of and reporting on partnership and resource



Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Programme Units		programming <b>[New org.]</b>					mobilization strategic objectives (PGOU)  Strategic engagement with UN country teams) and private sector (OED and Programme Units)
		Amount of income mobilized through engagement with the private and business sectors <b>[RD org.]</b>	n/a	11.2 per cent	15 per cent	Internal monitoring data	

### Assumptions and external factors

The Institute is expected to achieve the expected results areas on the assumptions that funding is secured by Programme Units according to budget and that donors (existing and new) continue to demonstrate interest and engagement in the Institute's programming and strategy, and that the Institute is able to further raise its visibility through strategic communications. Delivery of key outputs is the responsibility of different internal stakeholders.

## Functional Objective 4.2

<b>FO4. Increase and diversify financial resources and partnerships</b>	<b>4.2 Effective and efficient due diligence for risk-informed partner engagement</b>
<p>Strengthened engagement with implementing partners and the private sector is an important pillar of the 2022-2026 Partnership and Resource Mobilization Strategy. While partnership with these actors provides vast opportunities for growth, expansion in programming and advancing strategic objectives, engagement with these actors is not risk free and will require effective and efficient due diligence and risk assessment processes, closely monitoring of partner actions. An important pillar of the Partnership and Grant Oversight Unit's work is to ensure that due diligence and other assurance activities have been applied and that engagement with these partners is risk-informed and mitigated with recommended actions.</p>	

Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
PGOU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Agreement review rate of donor and IP grant agreements <b>[New rev.]</b>	n/a	n/a	100 per cent	Internal monitoring of data	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships, IT support tool developed to support more effective DD and risk assessment processes and tracking of recommendations, Engagement and knowledge sharing with due diligence and risk assessment focal points across UN system, Reviews of financial agreements in accordance with policy requirements and monitoring of the
		Due diligence rate of private sector partner engagements according to private sector guidelines <b>[New rev.]</b>	n/a	n/a	100 per cent	Internal monitoring of data	
		Number of processing days to complete Due Diligence (DD) reviews after submission of IP self-assessment and related files <b>[RD rev.]</b>	n/a	7.1 business days	10 business days	Internal monitoring of data	
		Percentage of IP agreements supported with DD exercises according to policy requirements	n/a	100 per cent	100 per cent	Internal monitoring of data	

Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		Percentage of DD related recommendations monitored for implementation before the issuance of additional grants to the same IP <b>[RD rev.]</b>	n/a	100 per cent	100 per cent	Internal monitoring of data	application of related policy guidelines; Development of new or revision of existing policy guidelines for engagement with the private sectors and IPs
PGOU	Strengthened oversight of grants to implementing partners <b>[New rev.]</b>	Assurance compliance rate (percentage of assurance activities undertaken according to guidelines) <b>[New rev.]</b>	n/a	Not applicable	100 per cent	Internal unit monitoring data	Management of grant assurance function

### Assumptions and external factors

The Institute is expected to achieve the expected accomplishments on the assumption that funding and staffing to support unit's activities is secured in accordance with expectations and that IT support is provided for the development and launching of effective tools.

## Functional Objective 5

<b>FO5. Enhance communications</b>	<b>5.1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand</b>
<p>Good communications are vital to helping achieve strategic objectives. They increase awareness, build trust and credibility, and attract more beneficiaries and partners in the long run. Communicating effectively with and engaging our internal and external stakeholders will increase the impact of our work. Effective communications should be embedded in all our work, from project level to corporate level activities. To achieve this functional objective collectively by all programmes, offices and sections, the Communication and Information Technology Support Unit will provide tools, guidance and platforms, and facilitate exchanges of good practices from within and outside the Institute. In the next biennium, the Institute will design and implement a new communication strategy, which will support the achievement of the overall strategic framework from communication's perspective. The indicators of achievement will be defined once the strategy is approved.</p>	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Communications and Information Technology Support Unit (CITSU)	Improved coherence in visual identity	Percentage of sampled communication products in compliance with communication guidelines	80 per cent	81 per cent	80 per cent	Internal unit monitoring data – spot checks	Increased options for branding templates, branding book distributed and accessible on portal, branding guidelines, training given to newcomers, guidelines for websites and other digital platform developed
CITSU	Increased outreach on social media	Percentage of increased followers on Twitter, Facebook and LinkedIn.	10 per cent increase in Twitter and Facebook, 20 per cent increase in LinkedIn	5.2 per cent increase in Twitter and Facebook, 23 per cent increase in LinkedIn	10 per cent increase in Twitter and Facebook, 20 per cent increase in LinkedIn	Internal unit monitoring data	Information session given and guidance documents provided to communication focal points on social media for events., Provide coordination platform for programmes to submit content and training on the platform given.
CITSU	Increased institutional information sharing with employees	Open and click rate of internal newsletters	Not applicable	Not applicable	open rate: 45 per cent click rate: 30 per cent	Internal unit monitoring data	Videos posted on yammer, videos promoted internally through other channels to reach employees in other countries, follow up on comments/responses from employees

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Actual)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
CITSU	Improved outreach by email marketing	Open and click rate of external newsletters	Not applicable	Not applicable	Open rate: 20 per cent Click rate: 25 per cent	Internal unit monitoring data	Regular coordination with communication focal points on content creation  Provision of branded templates for units to follow.

### Assumptions and external factors

The Institute is expected to achieve the key outputs on the assumption that funding to support activities is secured in accordance with expectation.