Programme Performance Report

Biennium 2022-2023

November 2024

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Strategic Objectives (SO)

SO1. PROMOTE PEACE AND JUST AND INCLUSIVE SOCIETIES
SO1.1 Support institutions and individuals to contribute meaningfully to sustainable peace

SO2. PROMOTE PEOPLE'S WELL-BEING AND SUPPORT EQUITABLE REPRESENTATION OF COUNTRIES IN GLOBAL DECISION-MAKING
SO2.1 Promote people's well-being, including the protection and empowerment of groups that have been marginalized
SO2.2 Strengthen representation of countries in special situations in institutions of global governance.
SO2.3 Promote health for all, particularly the most vulnerable people and countries.

SO3. SUPPORT THE CONSERVATION, RESTORATION AND SAFEGUARDING OF OUR PLANET FOR PRESENT AND FUTURE GENERATIONS
SO3.1 Foster a green, low-carbon and climate resilience transition.
SO3.2 Strengthen the sound and sustainable management of chemicals and waste.
SO3.3 Improve the conservation and sustainable use of natural resources.

SO4. PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH
SO4.1 Help countries to achieve inclusive and sustainable economic growth.

SO5. PROMOTE THE INDIVISIBLE AND INTEGRATED NATURE OF THE 2030 AGENDA
SO5.1 Optimize the use of technologies, including geospatial technologies, for evidence-based decision-making.
SO5.2 Support coherence and evidenced based policies of the 2030 Agenda.
SO5.3 Equip institutions to improve the quality of learning opportunities
SO5.4. Promote technologies for the realization of the SDGs and reducing the many divides in the digital space.

Functional Objectives (FO)

FO1. SOUND EXECUTIVE LEADERSHIP
FO1.1 Maintain sound executive leadership, stewardship and governance.

FO2. STRENGTHEN PROGRAMMING FOR RESULTS
FO2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results.
FO2.2 Further strengthen the quality of UNITAR products and services.

FO3. OPTIMIZE EFFICIENCY
FO3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs.

FO4. INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS
FO4.1 Increase and diversify partnerships and income in accordance 2022-2026 strategic and programme budget objectives.
FO4.2 Effective and efficient due diligence for risk-informed partner engagement.

FO5. ENHANCE COMMUNICATIONS
FO5.1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand.

Acronyms and abbreviations

ASGM	Artisanal and Small-scale Gold Mining
AUC	African Union Commission
CGN	CIFAL Global Network
CIAPOL	Centre Ivoirien Antipollution
CIFAL	Centre International de Formation des Autorités et Leaders
CITSU	Communications and Information Technology Support Unit
CRF	Continental Results Framework
CSOs	Civil Society Organizations
CWM	Chemicals and Waste Management Programme Unit
DDR	Disarmament, Demobilization and Resettlement
DPO	Department of Peace Operations
DRR	Disaster Risk Reduction
ELV	End of Life Vehicles
EMS	Events Management System
EMPABB	Ecole de Maintien de la Paix Alioune Blondin Beye
EU	European Union
FAN	Forces Armées Nigériennes/ Niger Armed Forces
FBU	Finance and Budget Unit
FO	Functional Objective
GBFEI	Global Breastfeeding Education Initiative
GCP	Green Development and Climate Change Programme Unit
GEAR	Gather, Evaluate, Accelerate and Refine
GEEW	Gender Equality and the Empowerment of Women
GETI	Global Education and Training Institute
GHS	Globally Harmonized System of Classification and Labelling of Chemicals
GIS	Geographic Information System
GPA	Global Platform for Action
HO	Hiroshima Office
ITU	International Telecommunication Unit
KAIPTC	Kofi Annan International Peacekeeping Training Centre
KPI	Key Performance Indicator
LNOB	Leave No One Behind
MAZ	Middle Americas Zone
MOOC	Massive Open Online Course
MoHFW	Ministry of Health and Family Welfare
NAP	National Action Plan
NCD	Non-Communicable Diseases
NGO	Non-Governmental Organization
NSO	National Statistical Offices
NYO	New York Office
PGOU	Partnerships and Grant Oversight Unit
PMCP	Peacemaking and Conflict Prevention Programme Unit
PPME	Planning, Performance Monitoring and Evaluation Unit
PPR	Programme Performance Report
PTP	Peacekeeping Training Programme Unit
SAICM	Strategic Approach to International Chemicals Management
SCYCLE	Sustainable Cycles Programme
SDG	Sustainable Development Goals
SDP	Social Development Programme
SGBV	Sexual and Gender Based Violence

SIDS	Small Islands Developing States
SO	Strategic Objective
TCCs	Troops Contributing Countries
TPTC	Tanzania Peacekeeping Training Centre
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
UNOHS	United Nations Occupational Health & Safety
UNOSAT	United Nations Satellite Centre
UNSD	United Nations Statistics Division
VBHC	Value-Based Healthcare
WEEE	Waste from Electrical and Electronic Equipment
WHO	World Health Organization
WPS	Women, Peace and Security

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Executive Summary

This report records actual performance against planned performance based on the outcome and output indicators of the revised 2022-2023 programme budget. The budget's results framework contained 201 outcome indicators.[1] For those under the strategic objectives, 84 per cent were recorded as either having been met (or surpassed) within five per cent of target, while only one per cent were not achieved and the other 1 per cent partially achieved.[2] Of the related 199 planned outputs,[3] 73 per cent were recorded as either having been surpassed or met within 5 per cent of target, 4 per cent as having been partially achieved and 11 per cent as not achieved.[4]

Trained beneficiaries continue to represent the Institute's leading, final output. Over the course of the 2022-2023 cycle, UNITAR registered a record number of 940,772 beneficiaries, exceeding the number of planned beneficiary outputs in the programme budget and representing an increase of 248,223 beneficiaries from the 2020-2021 biennium. There were 678,961 beneficiaries (72 per cent) from learning-related events, while the number of beneficiaries from knowledge-sharing events (e.g., conferences, side events and public lectures) was 261,811 (28 per cent). Eighty per cent of learning-related beneficiaries came from developing countries, with 16 per cent of this grouping represented by beneficiaries from countries in special situations, including the least developed countries, the landlocked developing countries and the small island developing States. The overall male to

female ratio for the biennium for learning-related beneficiaries was 44 to 54 (and 0.5 per cent recorded for non-binary identified participants and 1.1 per cent unreported).

The Institute delivered an increasing number of events over the 2022-2023 biennium with 2,856 events (969 more than during 2020-2021) and 385,450 cumulative 'event days'.[5] Most of the Institute's events were delivered online (62 per cent), i.e., e-learning, blended/hybrid formats, and other means.

Over the course of the budget cycle, UNITAR maintained a strong partnership strategy, with some 93 per cent of learning-related beneficiaries participating in events delivered in partnership (similar to the 94 per cent in the previous biennium).

UNITAR's learning services continued to receive positive feedback in 2022 and 2023, with respondents agreeing or strongly agreeing that training was relevant to their jobs (78 and 84 per cent), that information was new (70 and 75 per cent), that there was intent to use the information (82 and 87 per cent), and that the training was considered as overall useful (84 and 88 per cent). The number of certifications[6] stood at 232,494, with 21 per cent being certificates of participation and 79 per cent certificates of completion.

The Institute administered an annual online survey to randomly sampled participants from learning-related events to measure application of knowledge, skills and

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[1] 160 for strategic objectives and 41 for functional objectives.
[2] 9 per cent of outcomes were recorded as not funded or not implemented during the biennium, and data input errors to the programme budget were found for 5 per cent of the outcome indicators.

[3] 199 output indicators
[4] Of the remainder, 5 per cent were data input errors and 8 per cent were not funded.
[5] An event day is equivalent to 6-8 hours.
[6] From learning-related events with objective knowledge assessments.

competencies and to identify any changes in behavior from the training. Of the sampled participants, 77 and 80 per cent of respondents have confirmed applying/ transferring knowledge/skills in 2022 and 2023, respectively.

In addition to training services, the Institute delivered a number of other outputs, including 1,668 satellite imagery derived maps to support the international human-itarian community covering both natural disasters and conflict situations, more than twice as many from the previous biennium, and 26 research products on the disposal patterns for waste of electrical and electronic equipment, produced by the Sustainable Cycles Programme, including its flagship global e-waste monitor, produced in partnership with the International Telecommunication Union.

Under the 2022-2023 budget, UNITAR programming had links to 15 of the 17 Sustainable Development Goals (SDGs), with most result areas associated with SDG 16 (Peace, Justice and Strong Institutions), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Sustainable Consumption and Production Patterns). 45 per cent of the results areas are strongly aligned, 24 per cent moderately aligned, and 31 per cent weakly aligned to the relevant primary goal when considering the SDG indicator(s) and associated targets. While UNITAR's level of output is significant (and growing), the contribution that UNITAR is making towards helping Member States implement the 2030 Agenda is moderate. This assessment largely stems from the relatively small size of UNITAR projects on average and the lack of strong alignment when considering the SDG indicators.

Ninety-six per cent of the result areas in the programme budget include a focus on Leave No One Behind (LNOB), including

Gender Equality and the Empowerment of Women (GEEW), one of the 2030 Agenda's principles. 82 per cent of the result areas are indicated as contributing to GEEW and 74 per cent of the result areas address both LNOB and GEEW, showing significant progress compared to the previous biennium.

Introduction

1. The Programme Performance Report (PPR) for the 2022-2023 biennium compiles performance information from all offices and programme and functional units with expected results recorded in the revised 2022-2023 programme budget. In addition to recording an assessment against result areas, the report also includes ratings against output targets and lists any unprogrammed results (i.e., outcomes or outputs not included in the revised budget which materialized after budget's adoption by the Board of Trustees). The report highlights attention on the Leave No One Behind (LNOB) and Gender Equality and Empowerment of Women (GEEW) Principles. Finally, the report includes discussion on the alignment of programming with the 2030 Agenda for Sustainable Development and mentions other international frameworks to which UNITAR's programming is aligned.

Methodology

2. Programme performance reporting is part of the Institute's results-based management framework. It is a self-assessment exercise using a harmonized reporting format. Based on the actual performance reported by UNITAR programme units, the Planning, Performance Monitoring and Evaluation Unit (PPME) assigns traffic light ratings to each expected outcome and output recorded in the revised programme budget.[7] The report presents performance on the basis of the strategic and functional objectives as opposed to performance on an individual programme unit basis. Table 1 provides the performance reporting traffic light indicators used in the present report.

Table 1 - Performance reporting traffic light indicators

🟢   Achieved: Target met within 5 per cent or surpassed

🟡   Partially achieved: 5.1 per cent - 15 per cent away from target

🟠   Not achieved: More than 15 per cent away from target

◯   Not funded, not delivered or not finalized in the biennium

◯   Data input error

Limitations

3. There are some limitations to the reporting exercise, the most noteworthy of which are the following:

- The performance exercise is based on self-assessment, which is, as its name implies, based on programme/functional unit input and therefore not independent. In accordance with a memorandum from the Executive Director providing operational guidance on event and beneficiary reporting, and programme performance reporting, PPME undertakes an additional control and sampled result areas and performance measures for accuracy and brought irregularities to the attention of Division Directors

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[7] Indicators of achievement for the expected results are for the most part continuous (e.g., percentage of participants meeting the learning objectives, number of national policies drafted), while output performance may be continuous or categorical (e.g., entity risk management framework monitored – binary).

or Programme / Functional Unit Managers prior to the issuance of the report. A list of result areas sampled is provided under Annex I.

- Result areas and associated indicators are self-defined by programme/functional units at the time of budget revision preparations, based on the units' assessment on how the result area and indicators should be best defined and measured. Consequently, some result areas may not necessarily correspond to an outcome, but rather an output level (and with it the corresponding indicator, e.g., number of beneficiaries reached).

- The number of indicators per result area is determined by the programme/functional units. Some result areas are defined by one indicator, while others may be defined by two or more indicators. Since measurement is assessed per indicator, the performance of a result area may be subject to varying interpretations when there is more than one indicator (i.e., some result areas having more weight than others in the outcome and output achievements at the aggregated level).

- Data from the Events Management System (EMS) is based on individual events, while the data recorded in Annex II of the present report is based on result areas, therefore, figures between the two sources differ slightly. Cross checks are not possible since the EMS is not based on result areas.

- The SDG alignment exercise is based on all SDGs contributing to each result area. In total, there are 107 unique result areas in the programme budget of which 87 are aligned with a single SDG and 20 result areas aligned with multiple SDGs. Consequently, the total number of result areas considered for the SDG alignment exercise is 129.

Results

Summary of achievements

4. The Institute planned to achieve 132 result areas during the 2022-2023 budget cycle (measured against a total of 201 performance indicators), six more than in the previous biennium, including 105 and 27 result areas under the strategic and functional objective areas, respectively. Ninety-four (or 94 per cent) of the 105 programme result areas are learning-related (e.g., development of knowledge, skills, attitudes or awareness through learning-related activities).

5. As shown in Figure 1, most outcome indicators under the strategic objectives were achieved (84 per cent, 2020-2021:68 per cent)[8] with only one per cent being recorded as not achieved. The remainder relate to challenges to mobilizing funding (9 per cent, 2020-2021: 12 per cent) or to data input errors in the programme budget tool (5 per cent).

6. Achievement measures for functional objectives were lower, with 20 per cent of outcome indicators being not achieved, while achievement was indicated for 61 per cent of planned indicators.

Figure 1 - Result areas performance

Strategic objectives

Achieved 84%
Partially achieved 1%
Data input error 5%
Not funded / not implemented 9%

- Achieved
- Partially achieved
- Not achieved
- Data input error
- Not funded / not implemented

Functional objectives

Achieved 61%
Partially achieved 5%
Not achieved 20%
Not funded / not implemented 15%

- Achieved
- Partially achieved
- Not achieved
- Not funded / implemented

7. Nevertheless, more output level indicators were achieved under the functional objectives compared to strategic objectives. Figure 2 shows performance against the key outputs for both the strategic and functional objectives. Under strategic objectives, 73 per cent of

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[8] The traffic light indicator scale for the 2020-2021 PPR differs slightly from the current exercise: achieved (target met within 10 per cent or surpassed), partially achieved (10 per cent - 29 per cent from target), not achieved (more than 30 per cent from target).

outputs were recorded by management as having been achieved (2020-2021: 72 per cent), 4 per cent partially achieved (2020-2021: 4 per cent), and 11 per cent were not achieved (2020-2021:3 per cent). For the functional objectives, 82 per cent of the planned outputs were achieved, 2 per cent partially achieved and only 5 per cent not achieved.

Figure 2 - Output performance

Strategic objectives

- Achieved
- Partially achieved
- Not achieved
- Data input error
- Not funded / not implemented

Functional objectives

- Achieved
- Partially achieved
- Not achieved
- Not implemented / finalized
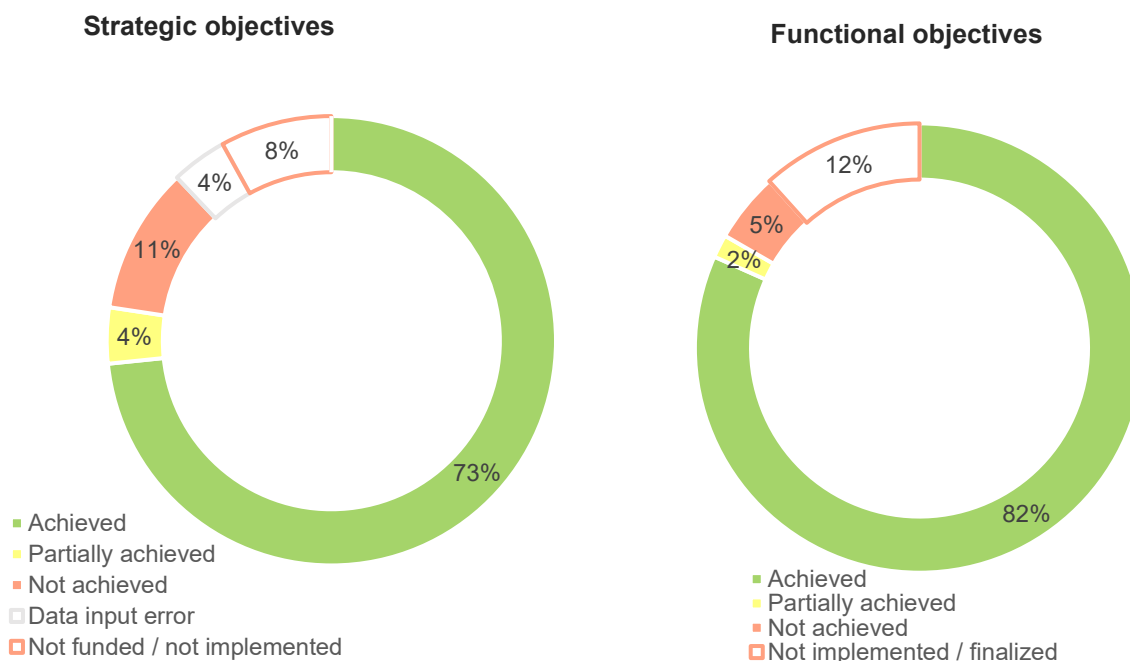
8.   As with previous programme budgets, the nature of strategic objectives are external results (e.g., strengthened individual and institutional capacities in the major thematic areas of programming), while functional objectives reflect inward looking outcomes, such as improved efficiency in processing procurement transactions or in the administration of recruitment process. Annex II provides the details of outcome and output performance ratings by strategic and functional objectives.

Leading Output – Training participants

9.   Beneficiaries from learning-related and broader knowledge-sharing events were UNITAR's leading output. During the 2022-2023 biennium, UNITAR recorded the largest number of beneficiaries[9] in its history, with a total of 940,772 beneficiaries, an increase of 36 per cent compared to the previous biennium, of which 678,961 are from learning-related events.[10]

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[9] UNITAR reports the number of beneficiaries based on the number of participating individuals in training and related events (as opposed to the number of unique beneficiaries), as recorded by programme units in the Events Management System (EMS).

[10] As recorded in the EMS by the time of compiling information for the results reports 2022 and 2023. There is a discrepancy in the number of beneficiaries recorded in the present report with EMS – recorded data and programme budget reported data. This discrepancy results from different factors. Whilst beneficiaries in the EMS are recorded by event, based on the number of participating individuals (i.e., participations) which are mostly non-unique beneficiaries, those recorded in Annex I are recorded by result areas (e.g., projects falling under the programmed result areas, mostly unique beneficiaries under

10. The strategic objectives related to the planet, people and the indivisible and integrated nature of the 2030 Agenda pillars comprise the largest number of UNITAR beneficiaries, as reported for this exercise.

Figure 3 - 2022-2023 actual beneficiary outputs by strategic objectives (PPR-reported)

- SO1 Peace and just and inclusive societies
- SO2 People and social inclusion
- SO3 Conservation, restoration and safeguarding of our planet
- SO4 Inclusive and sustainable growth
- SO5 Indivisible and integrated nature of the 2030 Agenda
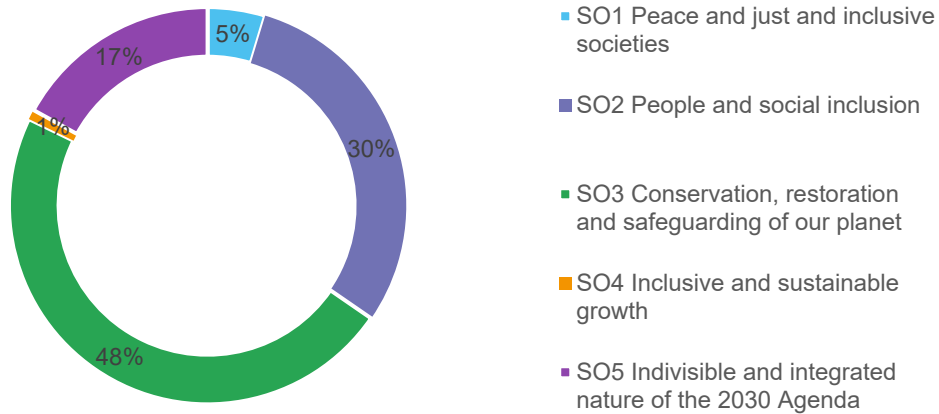
11. The actual number of beneficiaries in 2022-2023 (754,774) exceeded the number of planned beneficiaries (446,430) by 309,181, as reported for this exercise. The reasons for this striking difference might be threefold: i) the high number of participants in Massive Open Online Courses (MOOCs); ii) higher number of participants in knowledge-sharing events (e.g., CIFAL-organized events); and iii) unplanned programming.

Figure 4 - 2022-2023 planned and actual beneficiary outputs (PPR-reported)
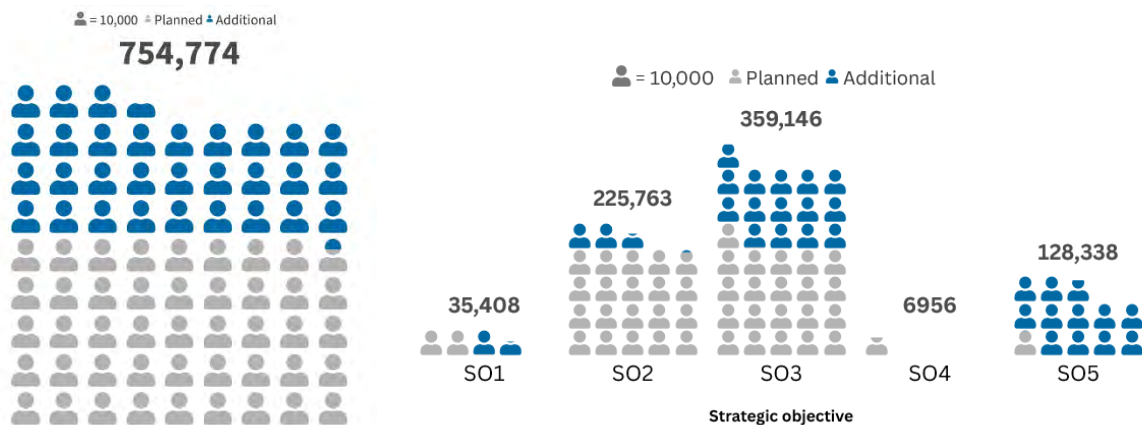
12. UNITAR also delivered an increasing number of events over the course of the biennium, with an all-time high of 2,856 events (compared to 1,887 events in 2020-2021), as shown in Figure 5. Fifty-two per cent of UNITAR events are learning-related. Broader knowledge-sharing outreach events, such as conferences, public lectures and side events represent a smaller, yet considerable, share of all events recorded during

that result area). EMS recorded beneficiaries also include unprogrammed events (i.e., not falling under any of the programmed result areas).

the biennium (48 per cent). Over the course of the biennium, UNITAR delivered a total of 385,450 'event days'.

Figure 5 - Number of events and event days delivered (EMS-reported)
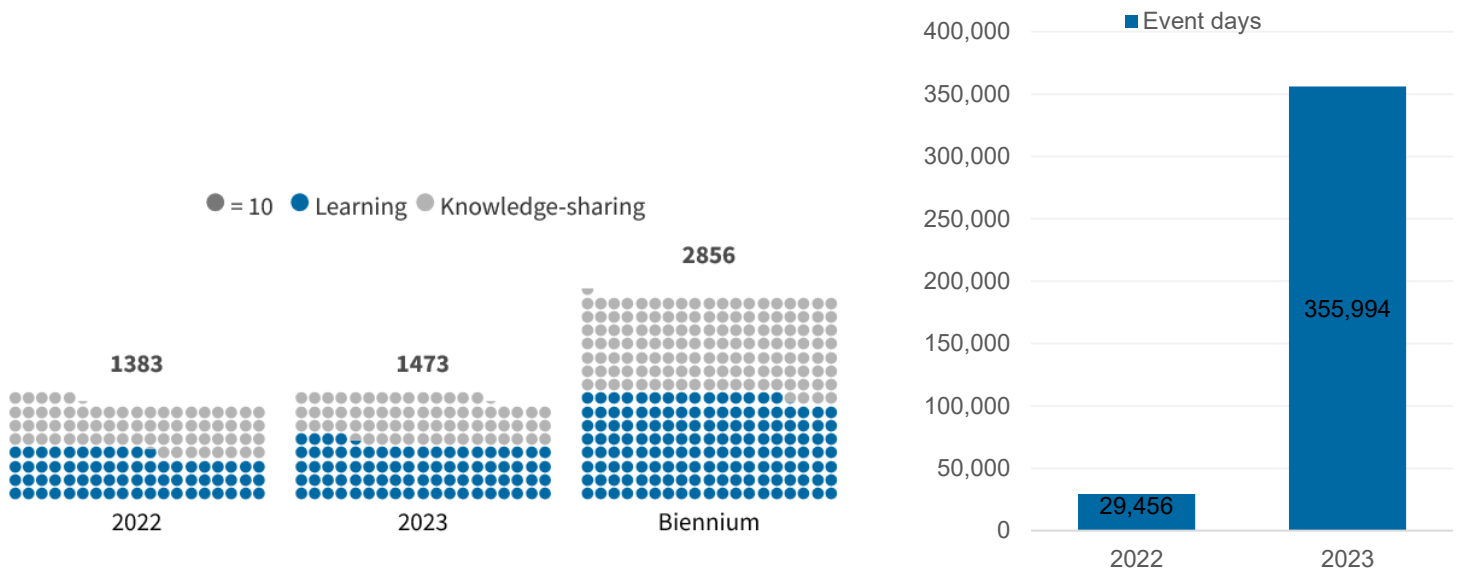
13. The Institute continues to leverage partnerships in delivering results, with 93 per cent learning-related beneficiaries taking part in events implemented with partners. In 2022 and 2023, 69 and 74 per cent of events, respectively, have been implemented with partners compared to 70 and 64 per cent in 2020 and 2021, respectively. Partners have included organizations as diverse as other United Nations agencies, regional organizations, governments, national training institutes, foundations, universities, non-governmental organizations and the private sector.

Figure 6 - Learning-related beneficiaries in partnerships (EMS-reported)
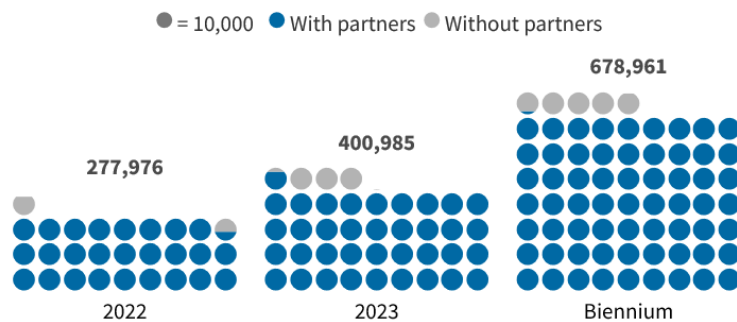
14. The Institute reached primarily beneficiaries from developing countries (Figure 7), with 80 per cent of learning-related beneficiaries coming from this grouping (including 16 per cent of all beneficiaries coming from countries in special situations). The largest proportion of learning-related beneficiaries comes from Asia and the Pacific and Latin America and the Caribbean.

Figure 7 - 2022-2023 learning-related beneficiaries by country development status (EMS-reported)

16%

20%

64%

- Special situation
- Other developing
- Developed
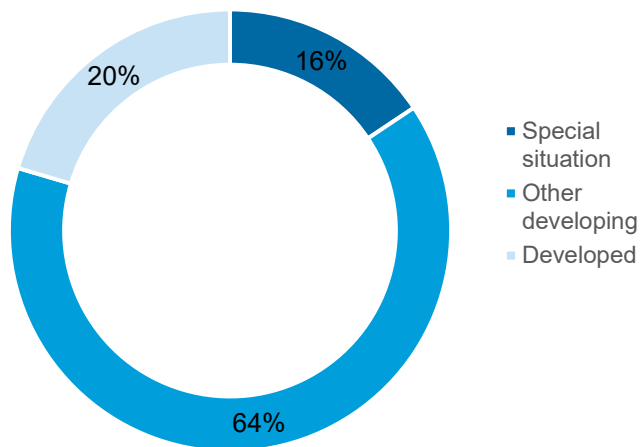
Figure 8 - 2022-2023 learning-related beneficiaries by region (EMS-reported)

5%

8%

34%

12%

18%

22%

- Asia and the Pacific
- Latin America and the Caribbean
- Africa
- Europe
- Middle East
- North America
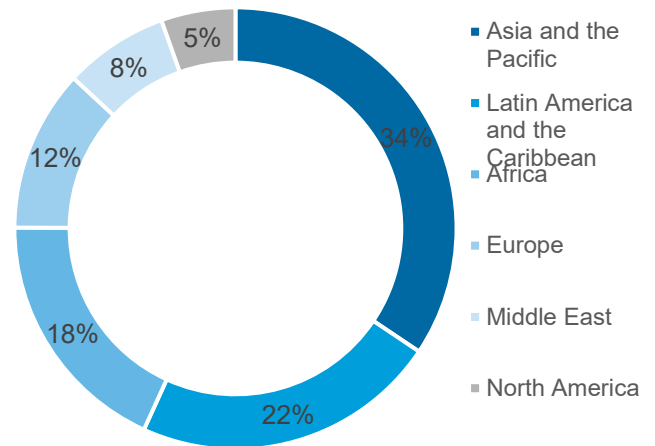
15. Similar to the two last biennia, non-state (academia, private sector, NGO) affiliated beneficiaries represent the largest proportion of training-related participations.

Figure 9 - 2022-2023 learning-related beneficiaries by affiliation (EMS-reported)

4%

9%

30%

56%

- Non-state sectors
- Other
- Governments
- International organizations
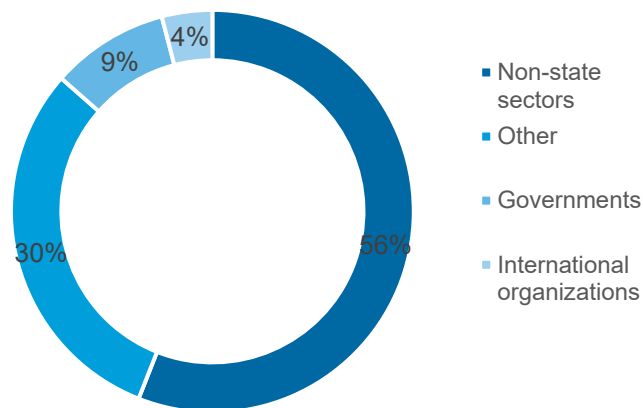
16. UNITAR is training more female participants than ever, in both relative and absolute terms. The male to female ratio for the 2022-2023 biennium for learning-related beneficiaries stands at 54:44 (1 per cent for non-binary identified participants and 1 per cent unreported).

1%1%

44%

54%

- Female
- Male
- Non-binary
- Unreported
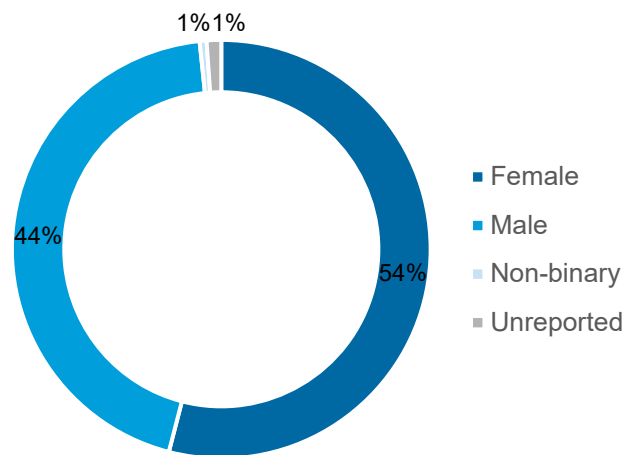
17. UNITAR recorded 613,981 participations in learning events with objective assessment of learning during the 2022-2023 biennium, of which 47,995 of these participants (or 8 per cent) received a certificate of participation and 184,499 (or 30 per cent) a certificate of completion (Figure 11). This represents a certificate rate of 38 per cent, which is higher to the previous biennium (26 per cent).

Figure 11 - 2022-2023 learning-related certifications in events with objective assessment of learning (EMS-reported)

30%

8%

62%

- Completion
- Participation
- No certificate
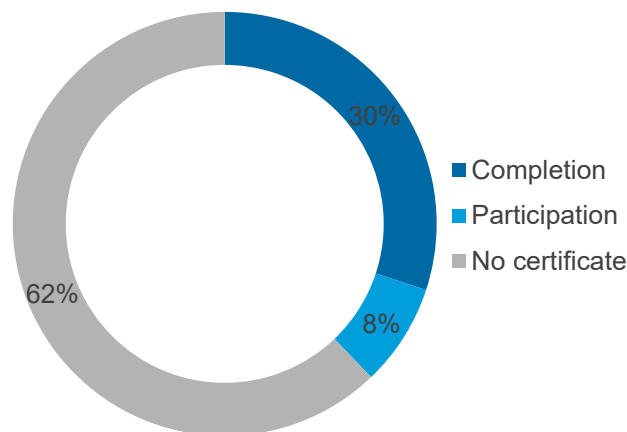
18. UNITAR continues to monitor feedback from beneficiaries with a view to assessing its training services across four key indicators: job relevance, newness of information, intent to use and overall usefulness. Of the learning events delivered during the biennium, feedback from respondents continued to reflect a high degree of appreciation with and value in UNITAR's training services. Figure 12 shows the reaction of participant respondents against these parameters for the past two biennia. These rates have remained rather constant over the past four years, except for 2022, where the newness of information indicator dropped in relation to previous years.

Figure 12 - 2022-2023 learners feedback (EMS-reported)
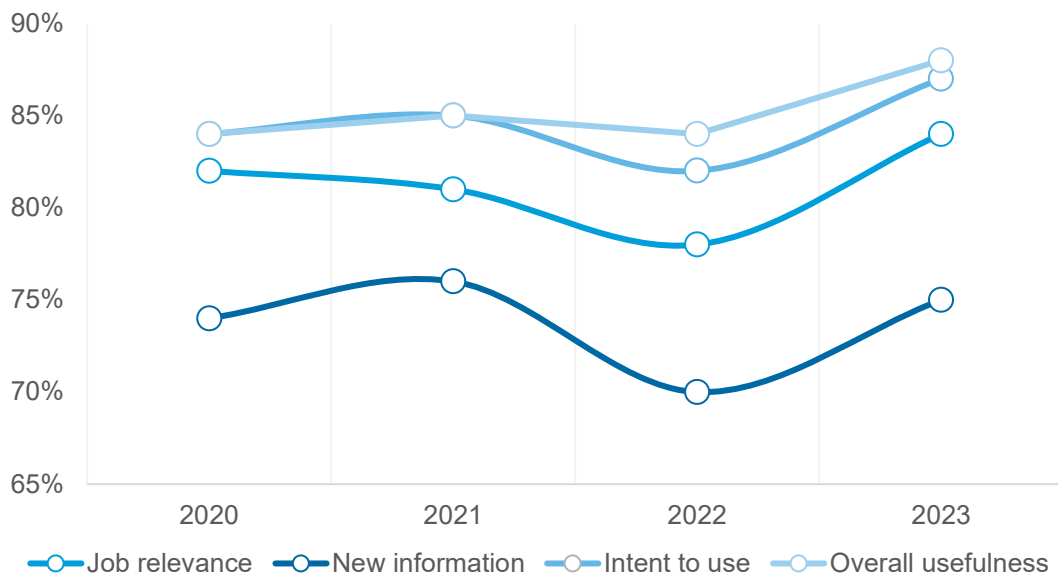
19. UNITAR administered an online questionnaire of randomly sampled participants of 2022 and 2023 learning events to measure the extent to which knowledge and skills acquired through training have been transferred or applied. As shown in Figure 13, the application of knowledge and skills has remained constant over the years.

Figure 13 - Application of knowledge and skills (based on Level 3 survey)
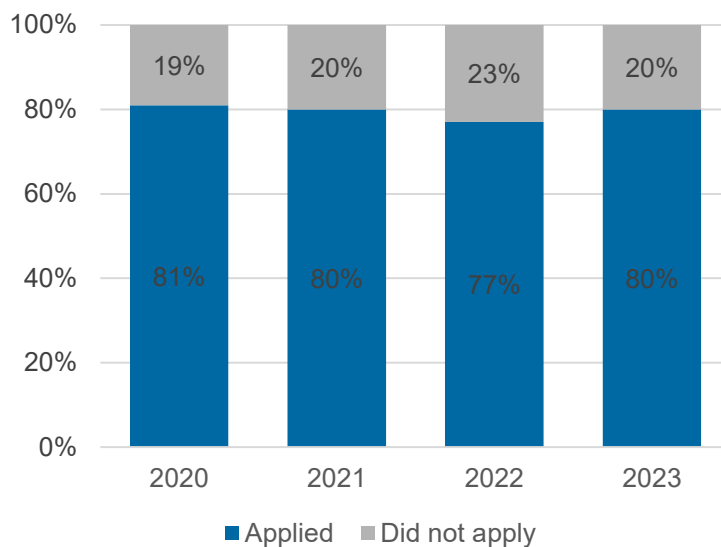
20. In both 2022 and 2023, 49 per cent of the survey respondents were female. Disaggregating by gender, application of knowledge and skills is lower for female participants compared to male and other gender participants (73 per cent for 2022 and 78 per cent in 2023).

21. In 2022, 23 per cent of the survey respondents were from countries in special situations, which increased to 37 per cent in 2023. For both years, the application rate of participants from countries in special situations was higher than the rate of participants coming from the rest of the countries.

Figure 14 - Application rate by gender and country classification
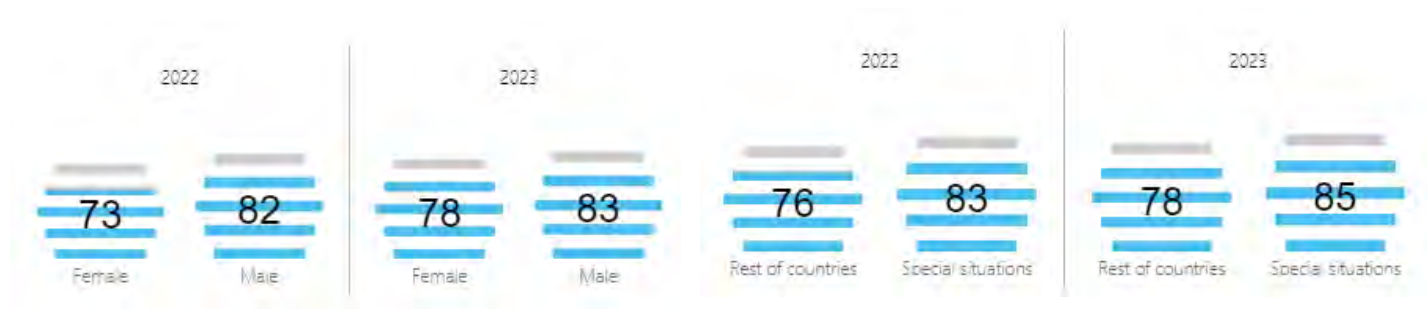
Research and other output services

22. Parallel to training-related outputs, the Institute also provided research and knowledge products, training equipment and infrastructure, mapping services and technical expertise to its users. Non-learning outputs were reported for all strategic objectives, except SO4 as well as for the functional objectives, given the nature of the work.

23. Advisory or technical services were produced for the four SOs; research and other knowledge products were produced for three of the four SOs, and provision of infrastructure and equipment only under SO1. A detailed list of such outputs is included in Annex III.

Unplanned programming and results

24. A number of unplanned programming and results or additional outputs (i.e., not included in the revised 2022-2023 programme budget) were reported under all strategic objectives.[11] Unplanned programming and results include the delivery of additional activities or outputs under the foreseen components or new components of a project, delivery of new programming, and unintended results from programmes delivery.

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[11] The list below is non-exhaustive and includes only those reported by programme units as part of the exercise.

25. Programme units reported **309,181 additional beneficiaries** over the 446,430 planned, with the following breakdowns by strategic objective:

   SO1: 14,722 additional beneficiaries over the 20,686 planned
   SO2: 26,963 additional beneficiaries over the 198,800 planned
   SO3 148,463 additional beneficiaries (over the 210,683 planned)
   SO5 119,033 additional beneficiaries (over the 9,305 planned)

26. Under SO1, the Hiroshima Office (HO) achieved an increase in dialogue among the government officials in the region beyond their expectations by providing opportunities to meet like-minded colleagues in the framework of the efforts related to strengthening knowledge and skills to promote nuclear disarmament and non-proliferation. Furthermore, Peacemaking and Conflict Prevention Programme Unit (PMCP) accessed funds for a new (unintended) project related to conflict analysis, negotiation and positive peace for improving the knowledge and skills of mid and senior level diplomats from Central Africa as well as UN and regional organization personnel in the field of conflict analysis, negotiation and positive peace. Peacekeeping Training Programme Unit (PTP) delivered a follow-up workshop at the request of participants for experience sharing as part of the Custodians for Peace project, for strengthening knowledge of individual FemWiseAfrica members on key aspects of mediation/good offices missions in support of women's leadership for peace.

27. Under SO2, HO developed multiple (unintended) partnerships with those mobilizing women empowerment for Disaster Risk Reduction (DRR) as a consequence of the related projects for increasing the capacity to further promote Tsunami based on DRR for women in the Pacific SIDS.

28. Beyond the activities implemented for strengthening capacities of governments to address the multiple challenges and opportunities resulting from migration, the Social Development Programme Unit (SDP) established networks with potential stakeholders, partners and, beneficiaries for future expansion of courses and creation of innovative knowledge tools to face the challenges of the new migration era. Another unintended result from SDP (related to the strengthening of knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics) was to boost collaboration and networking among CIFAL centres to foster new partnerships and events, thereby broadening the network's reach and complementing each other's expertise. Through the implementation of activities related to strengthening the capacity of local and national officials on financial inclusion and development, SDP was allowed to identify new areas for the development of additional training tools. Additionally, SDP launched an additional version of the VBHC Hub (2.0) and improved visibility through external communication assets, by reaching 964 unique visitors to the platform (81 per cent increase in visits to VBHC Hub from 2022).

29. As a result of the successful implementation and roll-out of the project with United Nations Office for Disaster Risk Reduction (UNDRR) - Global Education and Training Institute (GETI) offices in Incheon (in the framework of the result area 42), SDP expanded the Disaster Management portfolio to encompass additional areas, including risk analysis.

30. The Defeat-NCD Partnership (Defeat-NCD) (until December 2022)[12] and the UNITAR Division on NCD, Digital Health and Capacity Building created in January 2023 accessed a new Special Purpose Grant for Capacity-building for NCDs and Digital Health that allows the division a joint development of training and research courses with the Ministry of Health and Family Welfare (MoHFW) of India in the framework of the activities related to increase delivery of NCD prevention and management services to communities (GEEW and LNOB).

31. Under SO3, as part of the United Nations Occupational Health & Safety (UNOHS) project implemented by the SCYCLE Programme Unit, a global transboundary movement of e-waste monitor in Asia and a peer-reviewed journal on behaviours in the framework of strengthening stakeholder ownership, governance and institutional capacities as regards the production, usage and final disposal of ubiquitous goods were published.

32. Under FO2, PPME contributed to the 60th anniversary celebrations by putting together beneficiary stories, developed a guidance document on theory of change, a guidance document on outcome mapping/harvesting/evidencing and updated its guidance document on indicators to contribute to maintain accountability in delivering results. It further published operational guidelines on self-evaluation published and conducted a survey on use of PPME material and brownbag themes conducted to further strengthen self-evaluation. In order to strengthen the independent evaluation function, operational guidelines on independent evaluation, a paper on implementation of recommendations were published and a brownbag on implementation of recommendations from independent project evaluations was organized.

33. Under FO3, the Finance and Budget Unit (FBU) access to Quantum to view and extract budget and financial information to all Managers and Programme Focal Points.

34. Communications and Information Technology Support Unit (CITSU) reported unplanned upgrades of the security to all servers by installing antivirus and two factor authentication, the Moodle platform to version 4.0.10. and the completion for an information security

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[12] The new Division on NCD, Digital Health, and Capacity Building, builds on the progress made with The Defeat-NCD Partnership - collaboration with which continues to be strengthened through a long-term strategic partnership agreement effective 1 January 2023.

maturity assessment. CITSU additionally improved the Intranet's search engine (UI/UX), integrated the PTT and agreement review tool; and it was sought a solution to avoid data inconsistency in the inventory platform.

35. Under FO4, Partnerships and Grant Oversight Unit (PGOU) developed policy guidelines on assurance activities, and expenditure verification.

36. Under the FO5, CITSU performed unprogrammed activities in the framework of the 60th Anniversary such as the exhibition panels, website, post cards, banners, photo background, posters, flyers, etc., which helped raise the visibility of the 60th anniversary events and initiatives.

Alignment to the SDGs and other UN frameworks

37. The 2022-2023 biennium marks the fourth budget cycle in which UNITAR has undertaken an assessment of its programme alignment to the SDGs. The methodology used to assess the alignment includes a two-step process: (i) reviewing the results areas specified in the revised programme budget and matching the areas to a primary SDG and target, where relevant; and (ii) reviewing the SDG indicators for the targets and assessing the extent to which UNITAR's contribution to helping Member States achieve the targets appears to be strong, moderate or weak. The SDG targets and indicators are based on the official list, which includes 169 targets and 231 indicators for the 17 Goals.[13]

38. Most of UNITAR's result areas are aligned to SDG 16 (Peace, Justice and Strong Institutions), SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), SDG3 (Good Health and Well-being), and SDG 4 (Quality Education).[14]

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[13] SDG target indicators are categorized as tier I, II and III, depending on the clarity of the measure and the existence of internationally established methodology and data. The indicator classification and tier classification used are those valid as of February 2022. The tier classification was updated in November 2022, but only after the budget revision was adopted. Consequently, this document uses the tier classification valid at the time of adoption of the programme budget revision.

[14] The revised 2022-2023 programme budget contains 105 results areas under the strategic objectives. However, some result areas are aligned with multiple SDGs and were counted more than once. Consequently, the number of result areas considered for the SDG alignment exercise (128) deflect from those in the programme budget.

Figure 15 - Result area alignment to 2030 Agenda
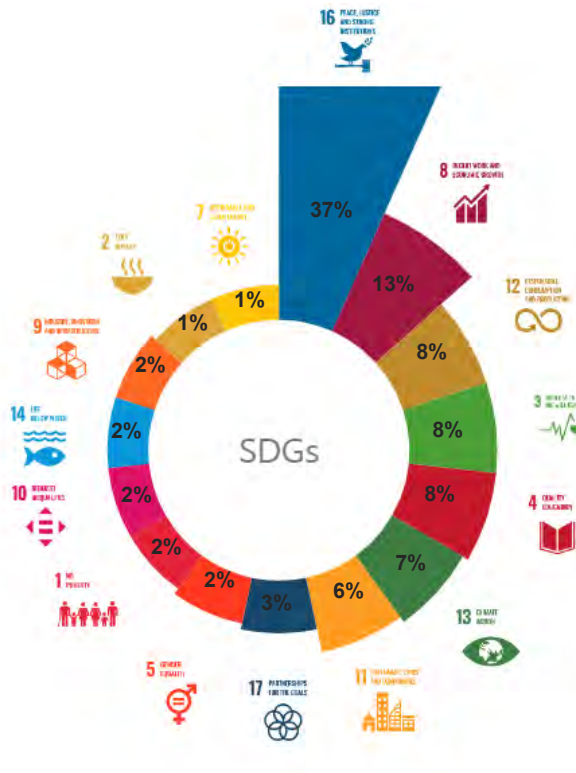
39. The degree of alignment of programme results areas to the SDGs varies largely, with 42 per cent of the aligned results areas assessed as having strong alignment to the SDGs. Figure 16 shows this distribution, which shows a stronger alignment of the result areas than in the previous biennium.

Figure 16 - Degree of alignment of result areas with SDG indicators
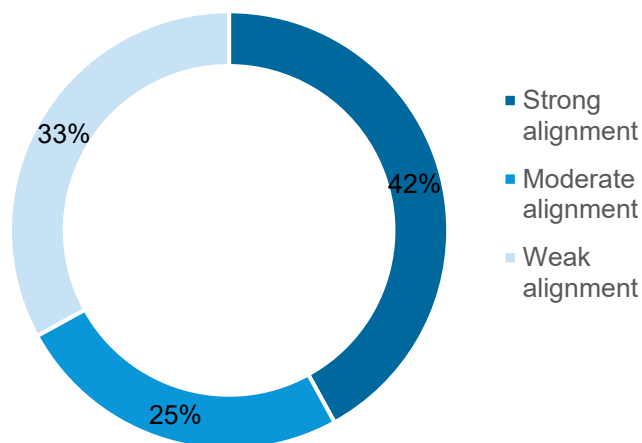
40. In terms of beneficiary output, SDGs 13, 17 and 4[15] comprise of the largest proportion of learning-related beneficiaries, with more than half under SDG 13. This is not surprising given the number of learners completing the UN CC:Learn suite of e-learning courses.

Figure 17 - Learning beneficiary output aligned to SDGs
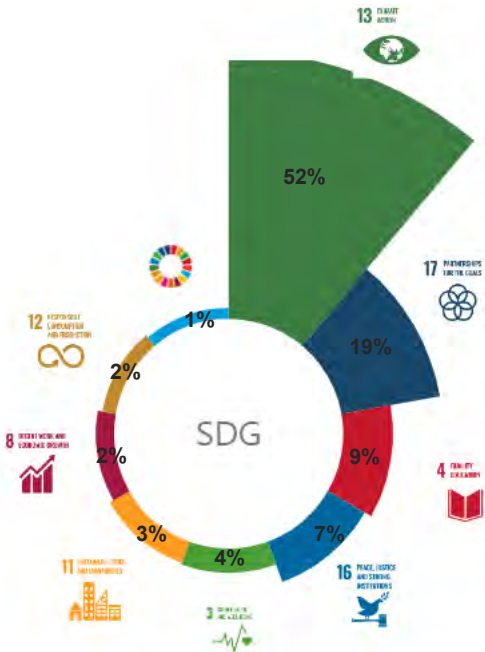
41. Figure 18 visualizes the degree to which UNITAR programming is aligned to the SDGs based on achievement of total beneficiary output (i.e., learning and knowledge-sharing combined) and overall assessment of UNITAR contribution to SDG target and indicator (described in Annex III). The colours of the plots correspond to the SDG colour code, while the size is indicative of the number of beneficiaries, based on the legend.

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[15] As explained above, the results areas align to multiple SDGs are counted more than once for this figure.
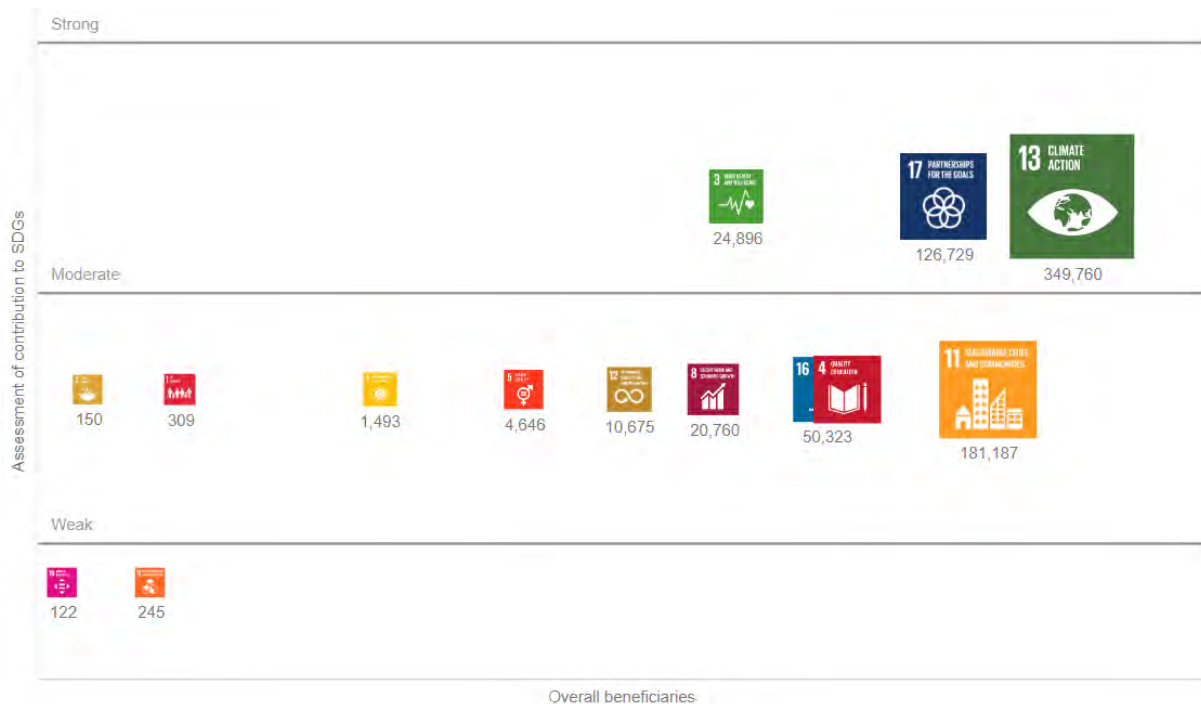
42. Besides the SDGs, result areas in the programme budget aligned with other UN and international frameworks, as self-reported by programme units, these being: Commitments 3, 4, 5, 6, 8, 9, and 11 of Our Common Agenda related to the promotion of peace and prevention of conflicts; abiding to international law and ensuring justice; placing women and girls at the centre; building trust; improving digital cooperation; ensuring sustainable financing; listening to and working with youth; UN Resolution 1325 on WPS; the Strategic Approach to International Chemicals Management (SAICM) A, B, C, and D; global target A, D, E, F, G of the Sendai framework on DRR; global compact for migration; the United Nations Convention against Corruption (UNCAC); the UN framework convention on climate change (UNFCCC); and the Basel, Stockholm and Minamata conventions on waste and chemicals management.

Leave No One Behind

43. The LNOB Principle was incorporated to some degree in 96 per cent of the result areas under the strategic objectives. Most of the result areas with links to LNOB are found under SO1 (21 results) and SO2 (13 results). Incorporation of LNOB in the results areas was confirmed when any of the following two questions was answered affirmatively: i) Did the projects under this result area take multiple groups of society into account? (e.g. men, women, migrants, persons with disabilities, indigenous peoples, youth, older persons, people from countries in a special situation as defined by the UN, people of multiple income categories); ii) How did the projects adapt to make them accessible?

44. During implementation of projects/programmes falling under each result area, the focus on LNOB in UNITAR programming is done by targeting participants from groups made vulnerable (such as participants from countries in special situation from regional levels,

youth, women, refugees, asylum seekers, internally displaced people and persons living in conflict situations), by including content in the training that refers to the principles of LNOB or with attention to specific individual and social characteristics that place people in disadvantaged positions (and some training exclusively dedicated to this), or by making the training methodologies and delivery formats accessible to all groups (e.g. by consideration translation in different languages). Figure 20 presents the percentage of result areas by strategic objectives incorporating the LNOB principle during implementation, as reported by programme management.

Figure 19 - Percentage of result areas incorporating the LNOB principle
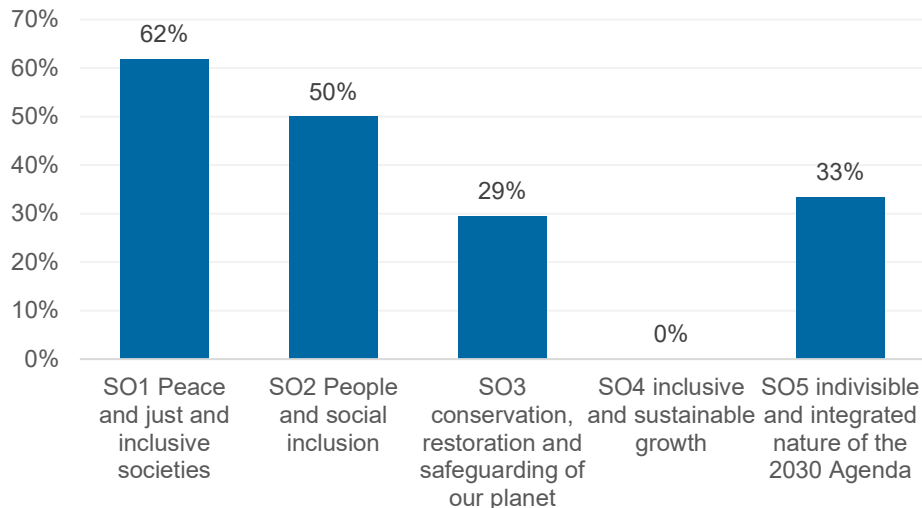
45. Under **SO1**, most of the results areas focus on targeting participants from groups made vulnerable such as youth (particularly youth activists), refugees, asylum seekers, internally displaced people and other living in conflict situations in the context of energy access; sub-national levels such as participants from different regions of Libya, and other vulnerable populations in peacekeeping settings. Some projects related to integrating gender perspectives into arms control initiatives considered different language needs and offered courses in five languages to allow the project partner to reach a wide audience beyond the English-speaking population. Projects related to strengthening knowledge of individual FemWiseAfrica members on key aspects of mediation/good offices missions in support of women's leadership for peace gave special attention to including all major language groups in the training. NYO ensured multilingual interpretation when needed for training to enhance knowledge and skills on the General Assembly organ of the United Nations.

46. Under **SO2**, various measures were taken to include content related to LNOB and including youth, older persons, mothers, working with resource persons with e.g. disabilities and **including participants with disabilities** by providing **sign language** interpretation. In addition to sign language interpretation, anticorruption training events also provided **narrative audio** in one of the courses, as part of the features. Moreover, training on women's leadership included being attentive to vulnerable populations during disaster management, including women, persons with disabilities, older persons, persons from the LGBTIQA+ community, youth and children, migrant population, etc. As part of UNITAR's programming on migration, a special initiative was conducted in collaboration with the University of the Philippines, and CIFAL Philippines, which aimed to showcase the

experiences of queer Filipino migrants. This activity also aimed to raise awareness and share knowledge about the significance of recognizing the LGBTIQA+ community's rights, challenges, and positive impact on migration processes. Overall, the **CIFAL Global Network** initiatives have facilitated active engagement from various civil society actors and socioeconomic sectors including offering tailored learning activities addressing vulnerable populations such as migrants, the LGBTIQA+ community, older persons, Indigenous Peoples, and religious communities. Courses and learning activities initiated under the **entrepreneurship initiative** were primarily designed to benefit migrants, refugees, and micro, small, and medium-sized entrepreneurs. These groups are particularly vulnerable, often located in underdeveloped or developing regions and facing complex socioeconomic challenges. To ensure inclusivity, these learning opportunities were developed considering their needs and areas for improvement and hosted on easily accessible and free platforms or media channels. **DRR training initiatives** addressed the specific needs of marginalized communities, persons with disabilities, older persons, and children, who face heightened risks due to factors like poverty and limited access to resources. By integrating these needs into training, stakeholders contribute to building inclusive DRR strategies that prioritize the most vulnerable. In addition, DRR courses were adapted to be accessible for **people with vision impairments.**

47. Additional efforts to make training accessible to developing countries exist under **SO3** programming. More specifically, the **UN CC:Learn** e-learning platform is accessible in six languages and courses are available in up to seventeen languages. Specific content related to Human Rights was included in a webinar and intersectionality is taken into account. In the area of **chemicals management**, the country's local language (Spanish) was used throughout the project. National training events were run in English and Swahili and working documents included translations into French and Portuguese. Under SCYCLE, UNITAR worked with a local NGO in order to ensure the delivery of the events on WEEE and ELV sound management **in local language** to the informal actors of the scrapyards.

48. Under SO 4 the entrepreneurship and financial training portfolio implemented by the HO for the African region reached an estimated 5,738 women living in 37 countries across four Regional Economic Communities (RECs) namely, Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD), and the Southern Africa Development Community (SADC). Accessibility to the programme was key for project management. The delivery formats were adapted to mobile training and offline learning modalities, e.g., using EdApp, to ensure that e-learning was not a barrier to participants. Innovation was a key focus of the entrepreneurship training, with the aim to apply tools and techniques to create desirable, feasible, viable, and sustainable solutions that would solve customer needs whilst creating a competitive advantage and growth for the enterprise. The selection process was also important to give all participants an opportunity to join the programme. For instance, in Afghanistan through the UN Country Team and all major institutions, and alumni network – the programme reached close to 60 per cent female participants from all major cities and provinces in Afghanistan. Additional projects implemented in Jordan, Iraq, Kenya and Lebanon were developed during the biennium.

49. Satellite imagery-based analysis performed under **SO5** was mostly focused on **countries in conflict or complex emergencies**. Capacity development activities targeted **Pacific SIDS** and other LDCS and LLDC in Asia and Africa (countries in special situations). Moreover, an Agenda 2030 Unit project addressed LNOB through the potential of citizen data to provide more granular information on the needs of vulnerable groups, and incorporates principles of human rights based approach in the proposed quality assurance framework. **UN SDG:Learn** targets multiple groups of society. Partners developed a UN SDG:Learn Partnership Strategy for 2022-2026 that puts addressing the needs of vulnerable groups in the center of the strategy. Additionally, UN SDG:Learn challenge was provided to 60 Graduate Study Programme of UNOG to come up with ideas and solutions on reaching vulnerable groups.

Learning participants from countries in special situations

50. Most of participants from countries in special situations come from 14 countries, namely, Afghanistan, Bangladesh, Benin, Bolivia, Ethiopia, Mali, Rwanda, Senegal, Singapore, Somalia, Uganda, Tanzania, Zambia and Zimbabwe.

51. **The Institute's planet (73 per cent) and peace (8 per cent) pillars** accounted for most of the learning-related participants from countries in special situations. On the other hand, the pillars reaching the largest proportion of participants from countries in special situations in programming were peace (50 per cent), prosperity (35 per cent), cross-fertilizing knowledge (32 per cent) and programming coming from multiple pillars (27 per cent).

52. The **gender breakdown** of beneficiaries from countries in special situations is **unbalanced** for learning-related beneficiaries, with male participants representing 58 per cent, female participants 40 per cent, and data was not obtained for 2 per cent.

53. Learning-related participants from countries in special situations **mostly work for academia** (22 per cent), other sectors (21 per cent), government (20 per cent), the private sector (17 per cent) and NGOs (11 per cent). The remainder of learning participants are affiliated to international or regional organizations (4 per cent) and the UN (4 per cent). One per cent did not report their affiliation.

54. Thirty-three per cent of learners from events with an objective assessment of learning from countries in special situations received a certificate (completion or participation). This rate corresponds to 26 per cent of certificates of completion and 7 per cent of certification of participation.

55. Participants from countries in special situations **apply knowledge, skills** and other capacities from UNITAR training more than those coming from the rest of countries, as already mentioned.

Gender equality and the empowerment of women

61. As mentioned earlier, 82 per cent of result areas were reported as having specific attention to GEEW. Most of the result areas with such links are found under SO1 (27 results) and SO2 (13 results). Incorporation of GEEW in the results areas was confirmed when any of the key questions was answered: i) Did the projects under this result area target women/girls specifically?; ii) Did the projects achieve gender parity?; iii) Did you have a gender strategy in place?; iv) Did you take any specific measures and if so, which ones?[16] Figure 21 presents the percentage of result areas by strategic objectives incorporating GEEW during implementation, as reported by programme management.

Figure 20 - Percentage of result areas incorporating GEEW principle
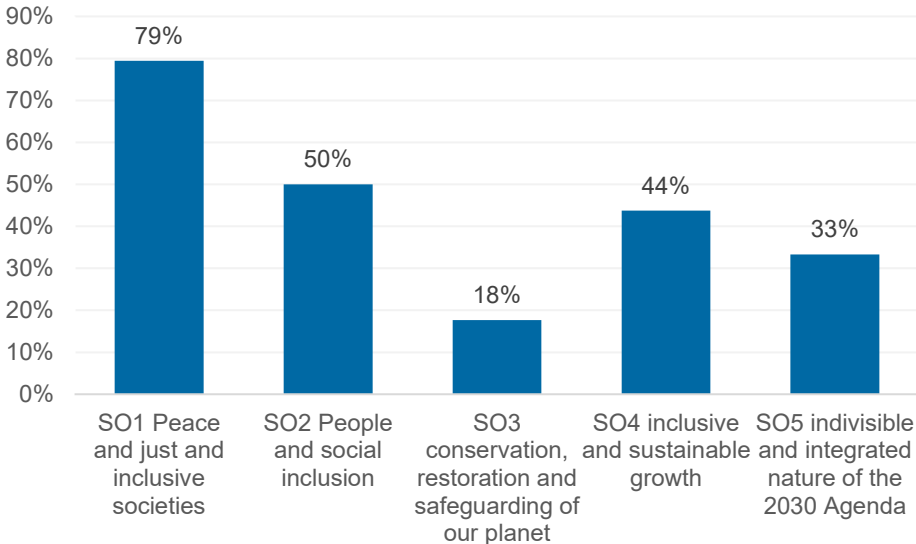
62. The One UNITAR Gender initiative promotes innovative learning solutions on women's empowerment, building on extensive experiences and knowledge of all UNITAR Divisions. One UNITAR Gender aims to empower more women around the world, and especially in developing countries and LDCs, to strengthen their leadership skills and feel empowered to apply and share their knowledge with others.

63. Overall efforts on gender equality and the empowerment of women range from 1) dedicated projects targeting primarily women, 2) ensuring gender-balance of training participants, resource persons and team members, 3) creating dedicated courses or course content with focus on gender or women-related topics, 4) ensuring gender is considered and included in national action plans and policies, 5) creating community pages on platforms and 6) addressing the nexus of gender and other issues.

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[16] The methodology used is different from the gender markers assessed by Programme Units as part of the programme budget planning process.

64. Almost all of the streams can be identified under **SO1**. For example, the project under the result area "Increased capacity of women to contribute meaningfully to the sustaining peace agenda on all levels" **supported the adoption, monitoring and evaluation of UNSCR 1325 on women, peace and security**, thereby contributing to enhancing women's protection, participation and leadership in peace and security processes at all levels. **The Women's Leadership for Peace Programme** is built with a specific focus on gender equality and women's empowerment. It actively addresses the unique challenges that hinder women's participation in leadership roles in peacebuilding efforts. It amplifies the voices of women and provides them with a lasting community of support as they continue their journeys as leaders and peacebuilders. As part of the efforts to strengthen capacities of African Union Commission (AUC) and African stakeholders to operationalize and disseminate the African Union Operational Guidance Notes on Disarmament, Demobilization and Reintegration (DDR) in specific contexts defined by the AUC as priorities, the training included a **specific session on women and DDR in line with the AU OGNs on DDR**. Moreover, additional content was delivered to clarify basic concept related to gender. The **activities for DDR practitioners included a gender-specific focused line of feedback** in every scenario-based activity. The results achieved by the project focusing on Libya mediators on transitional justice, drafting of agreements and Gender Mainstreaming and Inclusivity in Peacebuilding included a training block focused on Gender Mainstreaming and Inclusivity in Peacebuilding and it was designed by a female trainer. Training efforts to strengthen knowledge of individual **FemWiseAfrica members on key aspects of mediation/good offices missions in support of women's leadership for peace** Gender equality and women's empowerment was an essential part of the training which included **Sexual and Gender Based Violence (SGBV) and women-led mediation** and was attended by only female participants and trainers. Another gender-focused result area includes the "Strengthened capabilities of **Gender Military Advisors and Protection Focal Points** to integrate a gender dimension at each stage of operational planning process" emphasizes the promotion of gender equality and empowering women within military operations. By advocating for women's participation in decision-making and challenging gender stereotypes, these efforts contribute to more equitable and effective operations. In efforts to strengthen the **Rule of Law in Mali,** gender-based violence detection and combat training was tailored for police officers and magistrates/judges, aiming to **encourage women's active participation** in project activities to promote their role in the legal/judicial system, albeit limited by the low representation of women in this sector. NYO trainings ensured gender-representativeness of speakers and gender balance within the team.

65. Similarly, under **SO2**, the **Tsunami based DRR for women in the Pacific SIDS** course was **fully focused on women's leadership** and most of the participants were women. GEEW were one of the main topics covered in the course. Male participants were welcomed to the course and given the opportunity to discuss gender equality and how to empower the vulnerable populations during the course. The activities carried out on **migration** and specifically the training delivered equips women with the knowledge and skills to face migration challenges have reached a larger number of female beneficiaries compared to male participants. This empowerment fosters greater resilience and self-reliance among female beneficiaries, which contributes to **mitigate gender-based**

vulnerabilities in migration processes and discrimination against women migrants. In addition, the training on economic aspects of migration can facilitate the creation of programmes and initiatives that specifically promote **economic opportunities for women migrants**. This involves entrepreneurship training, and initiatives that support women in the workforce. In UNITAR's **Road Safety Programming**, 45 per cent of beneficiaries are women. Gender components were included into the **anticorruption learning initiative**, comprising **specific language and implicit messages to promote gender balance**, as well as through the preparation of the panels with special attention to balance for the speakers. In 2023, the **CIFAL Global Network** organized numerous events with a focus on women's empowerment across various age groups and within diverse contexts of civic engagement. These events involved a wide range of activities, including those centered on **women's health, entrepreneurship, contributions to science, social leadership, and participation in sports**. Specific courses on entrepreneurship engaged over 45 per cent of female participants, many of whom are **mothers serving as household heads and entrepreneurs supporting their families through their businesses**. As such, the entrepreneurship initiatives have a profound impact on advancing women's empowerment. Training courses on DRR acknowledge gender disparities, recognizing that inequalities can worsen disaster risks and affect response and recovery efforts. They further advance gender equality and women's empowerment by addressing disparities at all stages of disaster management and providing gender-responsive support services. New York Office provides **dedicated training on for women working in Cyber** and ensured gender-representativeness of speakers and gender balance within the team. The Global Breastfeeding Education Initiative (GBFEI) addresses nurses and midwives, professions which are generally more female-dominated. This initiative seeks mainly to have a direct impact on lactating women and their children.

66. The One UN CC:Learn partnership's e-learning offer includes learning specifically focused on gender equality and incorporates gender issues into learning content. Under the Chemicals and Waste portfolio, for the Globally Harmonized System of Classification and Labelling of Chemicals (GHS) work in Peru, aspects related to gender were taken into account during the **development of the legislation**, given that chemical exposure and effects vary among different groups. Moreover, UNITAR has developed a **training module specifically focused on gender** under the communication plan for awareness raising on **Waste from Electrical and Electronic Equipment (WEEE) and End-of-Life**

Vehicles (ELV) management. The training module aims at promoting the inclusion of women in the WEEE and ELV sectors and at raising awareness on the risks of unsound management practices. This module has been uploaded to the project website, as one of the several resources available. **Women inclusion is also part of the activity implementation**. For example, the training for the "Centre Ivoirien Antipollution" (CIAPOL) included 17 women (i.e., 7 more than the initial target of 10 women). In the area the Artisanal and Small-scale Gold Mining (ASGM) National Action Plans in Rwanda, Angola and Nicaragua all had **gender action plans included in the overall National Action Plan (NAP) documents.**

67. Under **SO4**, all programming under the result areas from the Hiroshima Office were designed to directly promote and support the progressive realization of achieving gender equality and women empowerment through **gender equality training programmes to the government officials**.

68. Under **SO5**, gender was consistently included into Agenda 2030 related activities as SDG 5. More specifically, a **dedicated module on gender and the environment** was included in training for representatives of National Statistical Offices (NSOs), Ministries of Environment and other stakeholders to compile and use data for the environment-related SDGs and a **Women2Lead community page** was created on UN SDG:Learn. The community site is available to anyone interested in further developing leadership skills and gaining knowledge on relevant topics such as economic empowerment, conflict resolution, and women's political participation. Those who register to the community will also have access to a forum for sharing experiences and learning from others. Women2Lead is part of the One UNITAR Gender initiative. The second GEAR (gather, evaluate, accelerate and refine) cycle of the Crowd4SDG was **dedicated to the nexus between gender and climate resilience.** NYO trainings ensured gender-representativeness of speakers and gender balance within the team.

Performance challenges and lessons learned

69. Programme and functional units identified various performance challenges and lessons to be learned. Although not exhaustive, performance challenges explain non-achievement or under-achievement of planned results, and lessons learned will allow in the improvement of performance for future projects and activities.

Main challenges

1. **Administrative, security and institutional barriers.** Across various project sites, significant delays in project implementation were experienced due to a combination of administrative, institutional and contextual challenges. For instance, the project experienced challenges with delays in activities because administrative hurdles in contracting the vendor, and obstacles in the local security and political situation of a beneficiary country. Additionally, projects related to increasing the capacity of stakeholders in surgical obstetrics and anesthesia services in Rwanda and Türkiye, experienced delays in finalizing the donor agreement, grant process, and approval to gain access to datasets for conducting quantitative analysis and field visits. A related challenge for acquiring information from participants in learning events due to the strict data policies and other

regulations enforced by the host country and/or institution) was faced by the project for strengthening the capacities of governments to address the multiple challenges and opportunities resulting from migration.

2. Challenges related to **candidate selection** have emerged in projects for strengthen capabilities of police officers to operate securely in dangerous environments, particularly the need for a more **rigorous selection process** to ensure participants possess the appropriate **experience and language proficiency**. This emphasizes the significance of having well-prepared candidates who can maximize the learning experience and contribute meaningfully to the overall success of training initiatives. Limiting the number of participants, as well as considering language capabilities, will foster more targeted and effective learning outcomes.

3. Despite the successful expansion of CIFAL Centres, ongoing challenges may include ensuring **sustained engagement and impact across diverse regions and thematic areas**, **coordinating effective partnerships** across multiple CIFAL Centers with dedicated resource allocation, and **maintaining momentum for initiatives** like the CIFAL Mentorship Programme and CIFALnet through continuous support and active stakeholder participation.

Lessons learned

70. As with the previous biennia, programme units have identified several important lessons to be learned:

1. **Tailoring training content to fit the specific contexts and needs of participants and secondment of experts, enhances the relevance and applicability of the material, improving outcomes.** For instance, PTP tailors its training on strengthening capacities of the AUC and African stakeholders and FAN. Also, SDP adapts training on DRR to the target group to meet the needs of micro, small and medium-sized entrepreneurs in the Middle Americas Zone (MAZ).

2. **When training programmes are multicultural, aligned with participants' professional roles, grounded in real-world applications they extend participants' understanding and lead to more meaningful learning outcomes**. For instance, the training on nuclear disarmament and non-proliferation (from HO), which integrated participants' roles in peacebuilding, extended their understanding of the subject, leading to deeper engagement and better alignment with practical peacebuilding efforts. Also, during the project related to optimize the use of technologies for better decision making, diverse backgrounds of the participants from Egypt and Lebanon have enriched the networking and online discussions.

3. **Blended learning approaches (combining online and in-person formats) effectively address accessibility challenges such as low internet connectivity and power supply, while offering flexibility to participants and the opportunity to close collaboration among them and easily create networks.** In this regard, we can mention PTP training to improve knowledge, skills and attitudes of DDR practitioners, and those implemented for FemWiseAfrica. Also, HO two-phase training for increasing capacity to further promote Tsunami based DRR for women in the Pacific SIDS. While phase one's online modality allows the programme to reach participants from all over the world, phase II in-person training is still the preferred modality in the region.

4. **Adopting innovative educational methods that address diverse stakeholders needs and maximize the impact of training initiatives, such as a combination of formal training and continuous coaching from UNITAR, improves the consolidation of self-standing capacities, skills and knowledge, leads to more impactful results in professional settings.** For example, countries working with CWM have acknowledged the relevant role of UNITAR since the institute can provide technical input on which representatives should be engaged and which responsibilities they should take, among other aspects. Also, in this line NDC provided technical assistance to the Gambia Ministry of Health to complete and launch its Costed Acton Plan, alongside the WHO and World Bank. Furthermore, PTP's advisory efforts for strengthening operating framework of "Ecole de Maintien de la Paix Alioune Blondin Beye" (EMPABB) and the capacity building programme for Libyan Civil Society Organizations (CSOs) composed of both training and ongoing coaching proved to be an effective strategy to allow the participants to acquire and consolidate skills and apply them to their work.

5. **Ensuring constant consultation with local stakeholders and adopting models that empower local actors (such as cascade training and working groups) strengthens ownership, ensures success and contributes to long-term sustainability.** Here, we can mention the pivotal role of CRF in activating cross-sectoral and multilevel WPS coordination structures, fostering regular and systematic WPS data collection and management in the framework of PTP's efforts to increase the capacity of women to contribute to the sustaining peace agenda. Also, the cascade training model, coupled with continuous consultation with CSOs in Libya was successful in fostering local ownership and ensuring the sustainability of the project. This is also the case for SDP's project related to the strengthening of capacities of government towards migration challenges that benefited 489 people and resulted in informed community builders; and the 5 projects in Rwanda and Turkey for increasing the capacity of stakeholders in surgical obstetrics and anesthesia services.

6. **Adaptive management strategies are essential for projects operating in complex or unstable environments to address unexpected challenges and delays.** In Peru, the drafting of secondary-level legislation (Regulation of the Law) encountered significant challenges due to the broad scope of responsibilities placed on the leading government institution, which did not align with the institution's limited resources. To address these obstacles, the project team adapted by exploring alternative strategies for implementing the decree more effectively. Through a series of revision meetings and consultation workshops involving local authorities and technical experts, they developed a micro-planning approach. This approach clearly defined the institution's manageable responsibilities, enabling timely regulation of the law and public consultation on the secondary-level legislation. Other example is the project for increasing accessibility to surgical trauma services in Sevaré, Mali, which faced significant delays due to bureaucratic hurdles and the unstable security situation, emphasizing the need for prompt adaptive management.

7. **Gender mainstreaming in military and peace operations is crucial for inclusivity and operational effectiveness, ensuring that gender issues are considered in planning and implementation.** HO and PTP projects directed to youth of South Sudan and to Gender Military Advisors are evidence of the effectiveness of this practice.

8. **Effective data collection, analysis, and monitoring are vital for sustaining access to critical health resources, such as essential medicines, and ensuring project impact.** Lessons from projects in The Gambia and Rwanda emphasize the importance of leveraging data collection and monitoring to ensure continuous access to essential NDC medicine resources.

9. **Making courses available in different languages increases the number of beneficiaries, supporting the LNOB Principle.** The online courses of the GBFEI, launched in March 2023 are available in 14 languages with 3,019 beneficiaries of the learning the courses. NYO's project are another example of this practice. However, all of the projects implemented at UNITAR intend to align with the LNOB Principle related to language.

10. **Planning, robust monitoring and evaluation processes, as well as implementing recommendations, including needs assessments and feedback mechanisms, ensure that training content remains relevant, tailored to the needs of its participants and enhance the projects' results (even if the timeframe is short) and likelihood of impact.** In this regard, a key lesson from the engagement with African UNSC nominees is the need to track and implement recommendations to enhance regional peace and security projects' effectiveness. Furthermore, in the MAZ, needs assessments and pre/post surveys helped tailor content for micro, small, and medium-sized entrepreneurs, ensuring that the courses were well-aligned with their needs. It is also the case of the different training directed to the FAN where it is underscored the importance of continuously assessing assets and needs to ensure tailored and effective healthcare support for military personnel. Finally, CWM experienced that having a project's workplan and developing a roadmap for implementation with clear activities and responsibilities helped the countries representatives engage national stakeholders throughout the process.

11. **Ongoing capacity-building initiatives and training programmes are essential for addressing the ever-evolving dynamics of critical global issues such as**

migration, security, and peacebuilding. For instance, the ongoing training programmes addressing migration dynamics ensured the continuous development of tools and capacity to adapt to these complex challenges.

12. **Events where different CIFAL Centres participated, such as CIFAL Mentorship Programme, increase cooperation within CIFAL Global network and UNITAR community.** During 2023, the CIFAL Global Network developed 380 events, of which 103 were learning events, and reached 97,407 beneficiaries. Moreover, new CIFAL Centres were launched such as CIFAL Cascais, CIFAL Singapore, CIFAL Bangkok, and CIFAL Dominican Republic.

Strategic outlook

71. The performance information from all offices and programme and functional units on their expected results for the biennium 2022-23, including attention placed on GEEW and LNOB, identified challenges and lessons learned from implementation, unplanned programming, beneficiary and event statistics and alignment to the SDGs and other frameworks provides useful learnings for informing UNITAR's path towards its next strategic framework for the period 2026-2029. In the paragraphs below, a few key reflections are presented that may contribute to internal UNITAR discussions on the Institute's future strategic directions.

Consideration 1: Planning varies from actual delivery as some planned work remains unfunded. The number of targeted participants is largely underestimated and additional unplanned and even unintended results are numerous which may be due to the project-based nature of the Institute. **Future strategic frameworks could consider providing flexibility to allow for providing room for additional unplanned programming and ensure functional enablers to address the transactions related to unplanned projects and consequently with increased results.**

Consideration 2: Over the past years, UNITAR has recorded constant growth in beneficiary numbers reaching almost 1 million beneficiaries over the past biennium mostly due to the UN CC:Learn initiative, providing over 58 per cent of the beneficiaries. If the UN CC:Learn project ends, reduces promotion activities or shifts focus, the beneficiary numbers may no longer continue to increase and the **growth can hence not be taken for granted when preparing for the period 2026-29.**

Consideration 3: The 2022-23 biennium recorded 105 programmatic result areas. Breaking down strategic objectives and clustering projects under fewer meta result areas would allow to better illustrate performance for the reader of performance reports and possibly help strengthening the culture for aiming at higher-level results which are beyond a specific project. This may be not fully in line with the UNITAR DNA of undertaking work on a project basis, but could allow to **systematize training, research and other services results if the strategic framework provides the path for it.**

Consideration 4: For this biennium the Institute has once again fallen short of achieving its target of 50 per cent of learning beneficiaries from countries in special situations (actual: 16 per cent). As recognized earlier, there is continued growth in absolute numbers and high alignment with the LNOB principle. Information on efforts made to LNOB go well

beyond countries in special situation and may hence not be reflected through the KPIs or the Results Report, but are captured in this report. Learning from these numerous efforts to leave no one behind can serve as a basis for **additional programming with dedicated LNOB focus, be it for the benefit of countries in special situations or groups made vulnerable and given special attention when developing the next strategic framework.**

Consideration 5: While UNITAR's result areas in 2022-23 are aligned with 15 out of the 17 SDGs, most of areas align with SDG 16 (and the highest number of beneficiaries is recorded under SDG 13). It is acknowledged that the degree of alignment varies from result area to result area. This report for the first time also accounts for alignment to other frameworks. **The next strategic framework may continue alignment of planned programming with the 2030 Agenda but could also take into account other frameworks and recent developments such as the Pact for the Future. Moreover, strategic planning could consider UNITAR's areas of work with high or low SDG contributions or consider programming contributing to multiple or across the SDGs which is often recorded under SDG 17, but could be one of UNITAR's unique characteristics compared to other UN organizations with primary SDGs.**

Consideration 6: Output targets for the biennium were largely achieved, but outcomes less so, particularly under the functional objectives. **In this context, under the programme budgets of the next strategic framework, it is worth reviewing outcome indicators on the one hand side (both achieved and not achieved) and also considering indicators for the strategic objectives and functional objectives themselves. Moreover, additional reflections could be made to further strengthening the UNITAR's managing for results culture through the strategic planning process and retreat, including the measurement culture and the development of outcome indicators which are beyond the direct influence of project managers.**

Consideration 7: Numerous positive and not so positive lessons learned from implementing projects under the 2022-23 biennium can help inform the 2026-29 strategic framework. These lessons are diverse in nature and may apply across programme units and thematic areas. They are a good addition to UNITAR's internal Lessons Learned database and paper series.

Annexes

Annex I: Sampled result areas and performance measures for accuracy as part of performance reporting quality assurance

Annex I can be accessed here.

Annex II: Programme Performance by Strategic Objective

Annex II can be accessed here.

Annex III: Alignment by SDG

Annex III can be accessed here.

Programme Performance Report - Annexes

Biennium 2022-2023

November 2024

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Annexes

Annex I: Sampled result areas and performance measures for accuracy as part of performance reporting quality assurance

Programme Unit	Result area	Observation	Response
PMCP	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations And 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 negotiation	We noted that the information in one cell was missing (relating to result area on contemporary challenges). We also saw that under the results area "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 negotiation" you refer to "Please see below (two Central Africa Francophone Subregional Training Programmes conducted)" and did not fill a few columns. We would be grateful if you could complete the empty cells.	Information was provided and clarified.
PTP	Enhanced capacities of security forces to prevent and combat maritime crime	Outcome indicator measure "Percentage of participants meeting the completion requirements of the training prorammes" missing	We cross-checked with ISMI, and all participants met the qualification criteria to receive a certificate. 100% will be the number.
NYO	Increased knowledge and skills for women working in Cyber	Output indicator measure "Training delivered to 20 participants" missing	The key output would be: Certificates of completion for 20 beneficiaries issued.

HO	Increased capacity to further promote tsunami based DRR for women in the Pacific SIDS	Outcome indicator measure "Percentage of participants fully meeting learning objectives at the end of the training" missing	Updated the sheet, it should be 70%
GCP	Improved national capacities to report on implementation of Basel and Stockholm Convention	All three outcome indicators for this result area missing	This result area was assigned by GCP as a data input error by the programme budget tool.
SCYCLE	Improved national capacities to implement chemicals and waste management regimes, including capacities to reduce POPSs, and capacities to mobilize financial resources AND Increased access to awareness of key tools to improve national capacity for treatment of electrical and electronic products	Outcome and output indicators measures missing for both result areas	This is not SCYCLE
SDP	SO 4.1 Enhanced knowledge of civil aviation authorities on airport management as engines for economic growth and development And Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs	As for the PPR, could you review if you could also provide the performance measure (column L) for the result area "Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs"? The cell is highlighted in grey and it is under SO2.1. and SO 4.1	The project contributing to airport management was indicated as not funded. Data on DRR was provided.
SDP	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes	NPO related result areas were left empty as NPO is no longer existing.	Data was provided by SDP.
Division on NCD	Long-term sustainable financing models for NCD	Outcome indicator "Develop system for	You can say 'no'

	programming established in low-resource countries	NCD finances tracking/ pooled funding" of the result area missing: For "Develop system for NCD finances tracking/ pooled funding", can we just put "yes" if this was done or "No" if it wasn't?	
HRU	Timely workforce profiling and alignment with corporate needs	Kindly provide more details on the performance measure actual "Number of processing days for issuance of classification advice following request submission", as indicated in your response: Classification advices issued for each classified post (to check average days).	The actual average working day for 2022-2023 classification requests was 9.39.
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	Outcome indicator "Percentage of Board of Trustees recommendations implemented within specified timeline" missing	Missing indicator added
PPME	Endogenous learning strengthened contributing to quality improvement	Outcome and output indicators missing for this result areas	Both indicators added as well as an explanation for not achievement "As the application of QAC review of self-assessments was suspended during the biennium, the associated outputs were not achieved."
PGOU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Output indicator "Independence due diligenceans risk assessments.." missing	Output indicator completed

Annex II: Programme Performance by Strategic Objective

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, persons with disabilities 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.

Programming will include activities aimed at strengthening capacities to effectively support social integration and peaceful coexistence; to address root causes of conflict and negotiate and mediate mutually beneficial and lasting solutions; and to establish legal and regulatory frameworks on access to information, public participation in decision making, and access to justice. UNITAR will also engage in new areas of peace-related programming, including strengthening knowledge and skills of women as change agents in conflict analysis, negotiation and mediation; working with at-risk youth to sensitize peers on how to sustain peace and participate in decision-making processes; strengthening engagement of men and boys as agents of change in efforts to work towards ending sexual and gender based violence and reducing the stigmatization; improving knowledge and skills on personal conduct towards compliance with the UN Zero Tolerance Policy; and improving the use of modern technologies, particularly in the area of energy, to protect civilians and vulnerable populations.

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
HO	16	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation	(i) Percentage of participants fully meeting learning objectives at the end of the training	Survey/Questionnaire	70 per cent	90 per cent	Training delivered to 20 beneficiaries	20	18	⚥

| Programme | Alignment with SDGs | Result area | Results | | | | Output | | | GEEW / LNOB |
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
PMCP	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	(i) Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	Survey/Questionnaire	75 per cent	98 per cent	Training delivered to 80 female and male mid and senior-level fellows	80	94	⚧
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	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	Survey/Questionnaire	75 per cent	98 per cent	Training delivered to 70 mid and senior officials	70	43	⚧
PMCP	16	Strengthened knowledge and skills of mid and senior	(i) Percentage of trained officials who have indicated having	Survey/Questionnaire	75 per cent	NF	Training delivered to 30-35 mid to senior officials through the	35	NF	

Programme	Alignment with SDGs	Result area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		level African and Asian/Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation	achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation				implementation of a regional training programme to enhance conflict prevention and negotiation			
PMCP	16	Strengthened knowledge and skills of mid and senior level diplomats from Central Africa as well as UN and regional organization staff in the field of conflict analysis, negotiation and positive peace.	(i) Percentage of trained participants who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation.	Survey/Questionnaire	75 per cent	98 per cent	Training delivered to 35 beneficiaries	35	82	⚥
PMCP	16	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations	(i) Percentage of high-level officials from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	Report / LOP	90 per cent	92 per cent	Knowledge sharing facilitated for 100 SRSGs and other senior staff through the organization of two high level seminars	100	59	⚥

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
			(ii) Number of lessons learned identified	Report / LOP	6	6				
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of male and female UN peacekeepers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations	(i) Percentage of male and female participants successfully meeting the completion requirements of the training of trainers session	Internal unit monitoring data, Report/LOP	85 per cent	85 per cent	Training of trainers delivered to a gender-balanced group of participants. Training delivered to 90 beneficiaries	90	21	⚧
			(ii) Percentage of male and female commissioned officers successfully meeting the completion requirements of the training session	Internal unit monitoring data, Report/LOP	85 per cent	85 per cent	2-day training session on UN peace operations delivered to male and female commissioned officers. Training delivered to 420 beneficiaries	420	542	

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
			(iii) Percentage of male and female non-commissioned officers successfully meeting the completion requirements of the training session	Internal unit monitoring data, Report/LOP	85 per cent	85 per cent	1-day training session on UN peace operations delivered to male and female non-commissioned officers. delivered to 9,000 beneficiaries	9,000	8960	
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 address physical and psychological trauma in a gender-responsive manner	(i) Percentage of male and female participants successfully meeting the completion requirements of the training session	Report / LOP	85 per cent	85 per cent	Training sessions attended by a gender-balanced / military/police-balanced group of medical and para-medical personnel. Training delivered to 80 beneficiaries	80	288	⚥
			(ii) Percentage of male and female participants indicating an increased confidence in their capacities to address physical and psychological trauma	Report / LOP	85 per cent	85 per cent				

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
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	(i) Percentage of representatives attending the High-level Seminar endorsing the final report	Report / LOP	85 per cent	100 per cent	High-level seminar attended by representatives of African countries nominated to be part or being part of UNSC. Seminar attended by 140 member countries	140	160	⚥
PTP	7, 16	Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner and on how to use energy for productive purposes	(i) Percentage of representatives of relevant stakeholders working in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives	Report / LOP	80 per cent	80 per cent	Awareness raising initiatives attended by relevant stakeholders working in conflict and post-conflict settings. Awareness raising sessions attended by 900 beneficiaries	900	1493	⚥
			(ii) Percentage of representatives of humanitarian agencies working in conflict and post-conflict environments meeting the completion requirements of the	Report / LOP	80 per cent	80 per cent				

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
			awareness raising initiative							
			(iii) Percentage of representatives of communities in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives	Report / LOP	80 per cent	80 per cent				
PTP	16	Increased capacity of women to contribute meaningfully to the sustaining peace agenda on all levels	(i) Number of AU member states systematically using the continental results framework for monitoring and reporting on the implementation of the Women, Peace and Security agenda in Africa	Report/LOP	25	25	National consultations conducted for the further development of national action plans in selected AU member states. Consultations conducted in 4 AU member states	4	4	⚥ +
							Simplified CRF guidance toolkit developed. 6 CRF guidance tools developed for the kit.	6	1	
			(ii) Percentage of participants meeting the completion requirements of the	Report/LOP	100 per cent	100 per cent	Women's Leadership for Peace Training programme delivered to 100 women leaders at	100	116	

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
			Women's Leadership for Peace training				different levels through 5 course iterations			
PTP	16	Increased accessibility to surgical trauma services in Sévaré	(i) Percentage of reduction of medical evacuations from theatre of operations to Bamako	Internal unit monitoring data	10 per cent	NF	Surgical trauma services in Sévaré upgraded	1	NF	⚧
			(ii) Percentage of reduction of in-hospital deaths in Sévaré	Report / LOP	10 per cent	NF				
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of male and female police officers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations	(i) Percentage of male and female participants successfully meeting the completion requirements of the training session	Report/LOP	80 per cent	85 per cent	Pre-deployment training delivered to 1,575 members of Formed Police Units and Individual Police Officers	1575	3448	⚧
PTP	16	Strengthened operating framework of TPTC – in line with UNITAR Quality	(i) Percentage of PTC employees sensitized to quality assurance	Report/LOP	80 per cent	100 per cent	Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards)	1	1	⚧

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		Assurance Framework					Training portfolio reviewed and expanded	Yes	Yes	
PTP	16	Strengthened operating framework of EMPABB – in line with UNITAR Quality Assurance Framework	(i) Percentage of EMPABB employees sensitized to quality assurance	Report/LOP	80 per cent	100 per cent	(i) Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards)	1	1	⚢
							(ii) Training portfolio reviewed and expanded	Yes	Yes	
PTP	16	Strengthening capacities of African Union Commission (AUC) and African stakeholders to operationalize and disseminate the African Union Operational Guidance Notes on DDR in specific contexts defined by the AUC as priorities	(i) Percentage of participants achieving the requirements of full participation in the training course so to obtain the certificate of participation	Questionnaire	80 per cent	100 per cent	Blended (online and face-to-face) multiplication training courses delivered by A-TCEs involving DDR practitioners in the field working in contexts prioritized by the AU delivered to 24 participants	24	60	⚢

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
PTP	16	Increased effectiveness of the AU Chairperson's Office through targeted capacity support	(i) Number of secondees efficiently supporting the work of the Office of the Chairperson	Report / LOP	6	6	Selection and recruitment of 6 secondees in key strategic positions in support of the AU presidency	6	6	+
PTP	16	Improved knowledge, skills and attitudes of DDR practitioners to effectively plan, implement, monitor and evaluate DDR programmes – in both traditional and 'second generation' DDR settings	(i) Percentage of trainers meeting the completion requirements of the certification programme	Report / LOP	80 per cent	89 per cent	Scenario-based facilitated online training delivered to 9 participants	9	8	⚧ +
PTP	16	Improved knowledge, skills and attitudes of Disarmament, Demobilization and Reintegration (DDR) practitioners to effectively plan, implement, monitor and evaluate Weapons and Ammunition Management activities in both	(i) Percentage of participants meeting the completion requirements of the training	Report / LOP	80 per cent	87 per cent	Training delivered to 15 beneficiaries	15	13	⚧ +

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		traditional and new DDR contexts								
PTP	16	Enhanced confidence of members (male and female) of selected battalions from TCCs on their ability to provide basic first aid	(i) Percentage of male and female members of selected battalions from TCCs receiving basic first aid kits	Report/LOP	80 per cent	100 per cent	Provision of basic first aid kits to members of selected battalions from TCCs. Kits provided to 2,000 beneficiaries	2,000	2,503	⚥
PTP	16	Enhanced capacities of Libya mediators to implement at local level small training sessions on transitional justice, drafting of agreements and Gender Mainstreaming and Inclusivity in Peacebuilding	(i) Percentage of participants meeting the completion requirements of the training of trainers	Report / LOP	80 per cent	93 per cent	Training delivered to 30 participants	30	28	⚥
PTP	16	Establishment of a fully functioning psychiatric unit within the premises of the military polyclinic	(i) Number of beds within the premises of the psychiatric unit available to members of FAMA	Report / LOP	10	25	Psychiatric unit fully functioning	1	1	⚥

| Programme | Alignment with SDGs | Result area | Results | | | | Output | | | GEEW / LNOB |
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
PTP	16	Strengthened knowledge of individual FemWiseAfrica members on key aspects of mediation/good offices missions in support of women's leadership for peace	(i) Percentage of participants fully meeting course completion requirements at the end of each training session	Report/LOP	100 per cent	100 per cent	Tailored training and capacity building offer developed for FemWise members	1	2	♀♂
PTP	16	Enhanced capacities of Libyan CSOs to apply and successfully implement low value grants	(i) Tracks of coaching delivered to CSO partners	Report/LOP	2	2	Coaching provided to 13 CSOs	13	17	♀♂
			(ii) Percentage of participants fully meeting completion requirements of the training	Report/LOP	80 per cent	80 per cent	Trainings related to implementation of low value grant delivered to 143 participants representing Libya CSOs	143	215	
							Trainings on conflict-related topics delivered to 30 representatives of Libyan local peace structures	30	40	
PTP	16	Strengthened understanding of current medical and paramedical services available to	(i) Percentage of stakeholders involved in the project endorsing the final report	Report / LOP	80 per cent	100 per cent	Evaluation of current medical and paramedical services available to Niger Armed Forces, assets and needs completed	1	1	♀♂

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		Niger Armed Forces, assets and needs					Strategic plan for the upgrade of FAN paramedical and medical services developed	1	1	
PTP	16	Strengthened capabilities of Gender Military Advisors and Protection Focal Points to integrate a gender dimension at each stage of operational planning process	(i) Percentage of participants meeting the completion requirements of the training programmes	Report/LOP	80 per cent	100 per cent	Training package developed and validated by DPO	1	1	⚧
							Training delivered to Gender Military Advisors and Protection Focal Points, Training delivered to 19 beneficiaries	19	19	
PTP	16	Strengthened capacities of Libya police forces – with a specific focus on women and community policing	(i) Percentage of female participants meeting the completion requirements of the training sessions	Report / LOP	80 per cent	NF	Female police training center upgraded	1	NF	⚧
							Training delivered to members of the female police forces. Training delivered to 400 beneficiaries	400	NF	
PTP	16	Enhanced capacity of the UN system and wider community of practitioners working	(i) Self-paced online course on Gender mainstreaming Arms Control fully designed in 5 languages	Report / LOP	1	1	Online self-paced course on mainstreaming gender in small arms control developed	1	0	⚧

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		on gender equality and arms control to systematically integrate gender perspectives into arms control initiatives	(English, French, Arabic, Spanish, Portuguese)				Online manual on mainstreaming gender in small arms control developed	1	0	
PTP	16	Strengthened capacity of Libyan CSOs to empower local youth to act as actor of positive change within their communities	(i) Percentage of participants meeting the completion requirements of the training of trainers	Report / LOP	80 per cent	100 per cent	Training of trainers delivered to 8 beneficiaries	8	10	⚧
							Training delivered to 80 beneficiaries by trained trainers	80	124	
PTP	16	Enhanced capabilities of security forces to prevent and combat maritime crime	(i) Percentage of participants meeting the completion requirements of the training programmes	Report / LOP	80 per cent	100 per cent	Establishment of operating frameworks (policies, standard operating procedures) supported	1	1	⚧
							Establishment of appropriate infrastructures and equipment supported	Yes	Yes	
							Training delivered to 400 participants	400	194	

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
PTP	16	Enhanced knowledge and skills on the General Assembly organ of the United Nations	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Survey / Questionnaire	80 per cent	100 per cent	Training delivered to 120 beneficiaries	120	1100	⚥
PTP	16	Strengthened and modernized Malian judicial system, particularly in its institutional desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development	(i) Percentage of participants meeting the completion requirements of the training programmes	Report/LOP	80 per cent	100 per cent	Training delivered to representatives of Malian judicial system; target for whole project period: 1,850 beneficiaries of the training courses	1850	1099	⚥
							Study tours organized for representatives of the Malian judicial system, 2 study tours organized; target: 10 persons per study tour, in total 20 beneficiairies	2, 20	2, 22	
PTP	16	Enhanced capabilities (knowledge and skills), motivation and opportunities of police, gendarmerie, and national guard's members (at strategic, operational	(i) Percentage of participants meeting the completion requirements of the training programmes	Internal unit monitoring data	80 per cent	90 per cent	Training of police, gendarmerie and national guard units delivered to 1,200 participants	1200	1369	⚥

Programme	Alignment with SDGs	Result area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revision)	Actual	Output indicator	Target (revised)	Actual	
		and tactical levels) to ensure security prior, during and after elections								
PTP	16	Strengthened operating framework of KAIPTC – in line with UNITAR Quality Assurance Framework	(i) Percentage of KAIPTC employees sensitized to quality assurance	Report / LOP	80 per cent	85 per cent	Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards)	1	1	
							Training portfolio reviewed and expanded	Yes	Yes	

Strategic Objective 2.1

SO2. Promote people's well-being and support equitable representation of countries in global decision-making	2.1 Promote people's well-being, including the protection and empowerment of groups that have been marginalized and are vulnerable

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 improve patients' ability to practice self-care, entrepreneurial and productive capacities, on the development and implementation of migration policies and on education for sustainable development are some examples of activities.

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
HO	5, 11	Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS	(i) Percentage of participants fully meeting learning objectives at the end of the training	Survey/Questionnaire	70 per cent	70 per cent	Training delivered to 100 participants	100	83	⚢
SDP	8	Strengthened capacities of governments to address the multiple challenges and opportunities resulting from migration	(i) Percentage of government officials and other stakeholders trained meeting learning objectives	Report	85 per cent	100 per cent	Training delivered to 2,600 beneficiaries on the humanitarian, social and economic aspects of migration	2,600	994	⚢

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
SDP	3	Strengthened capacity of local and national officials to tackle road safety issues	(i) Percentage of beneficiaries respondents reporting enhanced awareness and/or skills	Report / LOP, Other	85 per cent	100 per cent	Training delivered to 7,000 beneficiaries, Road Safety books downloaded by 1,500 users	7,000	17,652	⚥
SDP	16	Strengthened capacity of government officials to tackle issues related to the fight against corruption	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	Report / LOP	85 per cent	100 per cent	674 beneficiaries reached	674	674	
SDP	11	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics	(i) Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills on sustainable development related topics	Report / LOP	85 per cent	100 per cent	2022: Training delivered to 83,045 beneficiaries (Global Network of affiliated International Training Centres for Authorities and Leaders) 2023: Training delivered to	180,452	180,452	⚥

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
						97,407 beneficiaries (Global Network of affiliated International Training Centres for Authorities and Leaders) Total: 180,452			
SDP	11	Increase awareness and action in support of achieving cybersecurity and technology related SDGs and targets	(i) Number of beneficiaries trained	Report / LOP	480	NF	480 beneficiaries trained through 8 online courses	480	NF	⚥ ✚
			(ii) Number of participants of ToT training	Report / LOP	200	NF	200 participants trained via 8 ToT workshops	200	NF	
			(iii) Cyber Resilience Learning Strategies implemented in pilot partner city projects	Report / LOP	5	NF	Cyber Resilience Learning Strategies implemented in 5 pilot partner city projects, reaching 1,250 beneficiaries	5	NF	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
SDP	8	Strengthened capacity of local and national officials on financial inclusion and development	(i) Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Report / LOP, Other	85 per cent	NF	Training delivered to 500 beneficiaries	500	NF	⚧
SDP	8	Strengthened knowledge, awareness and/or skills among local authorities/actors on entrepreneurship	(i) Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Report / LOP, Other	85 per cent	100 per cent	Training delivered to 1000 beneficiaries	1000	5574	⚧
SDP	11	Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs	(i) Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Report / LOP	85 per cent	100 per cent	Training delivered to 400 beneficiaries	400	965	⚧
NDC, digital health and capacity building	3	Increased delivery of NCD prevention and management services to communities	(i) Number of countries in which stakeholders receive training and knowledge exchange	Report / LOP	2	2	Adopt/ develop primary/ community level intervention packages for NCDs, Train primary/	Yes	Yes	⚧

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
							community healthcare workers, Strengthen primary healthcare systems, Introduce digital health services for primary health care and self-care, Develop systems for NCD services in humanitarian/emergency situations			
NDC, digital health and capacity building	3	Consistent provision of affordable essential medicines, diagnostics, and equipment for NCDs enabled in target countries	(i) Number of countries that report market monitoring data for NCDs	Report/LOP	2	2	Expand the roll out of the market monitoring service, Expand the roll out of The Defeat-NCD Partnership marketplace	Yes	Yes	⚢ +

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
NYO	5	Increased knowledge and skills for women working in Cyber	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Survey / Questionnaire	80%	100%	Training delivered to 20 beneficiaries	20	20	

Strategic Objective 2.2

SO2. Promote people's well-being and support equitable representation of countries in global decision-making		2.2 Strengthen representation of countries in special situations in institutions of global governance
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, awareness and attitudes on the processes, procedures, issues and decision-making arenas of multilateral institutions, with a focus on the United Nations system.		

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
NYO	4	Raise awareness of the synergies between music and development	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Survey/Questionnaire	80 per cent	100 per cent	Training delivered to 100 beneficiaries	100	1100	⚦
NYO	4	Increased awareness and knowledge on the United Nations Budget System	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Survey/Questionnaire	80 per cent	100 per cent	Training delivered to 120 beneficiaries	120	1100	⚦

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
NYO	16	Increased knowledge on United Nations Rules and Procedures	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Report / LOP	75 per cent	100 per cent	Training delivered to 20 beneficiaries	20	1,100	
NYO	16	Enhanced knowledge and skills for newly graduated college students on the United Nations	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased	Survey / Questionnaire	80 per cent	100 per cent	Training delivered to 100 beneficiaries	100	1,100	
MDP	4,16	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues with the UN maintain a significant presence	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Survey / Questionnaire	75 per cent	95 per cent	Training delivered to 1,990 beneficiaries	1,990	2,050	
MDP	4,16	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment	(i) Number of beneficiaries trained	Report / LOP	75 per cent	86 per cent	Training delivered to 2,107 beneficiaries	2,107	2,295	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
MDP	4,16	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Survey / Questiionaire	75 per cent	93 per cent	Training delivered to 2,750 beneficiaries	2,750	2,927	⚥+
MDP	4,16	Enhanced skills on conflict resolution, negotiation and mediaton	(i) Percentage of beneficiary respondents who confirmed their negotiation skills have increased	Survey / Questionnaire	75 per cent	99 per cent	Training delivered to 260 beneficiaries	260	289	⚥
MDP	13, 16	Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Survey / Questionnaire	75 per cent	82 per cent	Training delivered to 200 beneficiaries	200	396	⚥
MDP	16	Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and other organs of the United Nations	(i) Percentage of participants replying they have increased their awareness of the United Nations Resolution for	Survey / Questionnaire	75 per cent	88 per cent	Training delivered to 13 beneficiaries	13	22	⚥

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			the QCPR and its process							
MDP	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	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge has increased on the subject matter	Survey / Questionnaire	75%	85%	Training delivered to 150 beneficiaries	150	178	☿

Strategic Objective 2.3

SO2. Promote people's well-being and support equitable representation of countries in global decision-making	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 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	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
NDC, digital health and capacity building	3	National NCD Capacity Building	(i) Number of programme countries receiving technical assistance	Report / LOP	5	4	Conduct country assessment missions	Yes	Yes	⚥
							Develop country costed action plans	Yes	Yes	
							Revise and keep updated the methodology for costed action planning	Yes	Yes	
							Support/ create national NCD units	Yes	No	
							Strengthen national governance and coordination for NCDs	Yes	No	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
							Develop and test an operating model for cancer and chronic respiratory diseases	Yes	No	
							Develop health management information system/ monitoring and evaluation system for NCDs	Yes	No	
SDP	3	Increased capacity of stakeholders in surgical, obstetrics and anaesthesia services	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	Report / LOP, Other	85 per cent	NF	Implementation of 3 pilot projects	3	NF	⚧
							Training delivered to 2,000 beneficiaries	2000	NF	
SDP	3	Improve infant and maternal health and nutrition in target populations	(i) Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Report / LOP	85 per cent	100 per cent	Training delivered to 2,000 beneficiaries	2,000	3,019	⚧

Strategic Objective 3.1

SO3. Support the conservation, restoration and safeguarding of our planet for present and future generations	3.1 Foster a green, low carbon and climate resilient transition

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 sub-objective, 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

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
GCP	13	Countries make progress in advancing their climate learning strategies and mobilize resources for implementation, leveraging cross-sectoral and multi-stakeholder collaboration	(i) Number of climate change learning actions implemented	Report / LOP	12	19	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	2	2	+
							2 regional platforms are strengthened	2	1	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
GCP	13	Number of beneficiaries accessing country-driven, gender sensitive, inclusive climate change learning	(i) Number of beneficiaries accessing country-driven, gender sensitive, inclusive climate change learning	Report / LOP	1,000	Over 2,000	4 new tools and resources on climate change developed	4	2	
							2 national events on the integration of climate change into school curricula and education system held	2	0	
GCP	13	Youth have identified ways to use knowledge, information and skills and make practical applications that promote climate change in their context	(i) Percentage of young people participating in UN CC:Learn activities that report having made a practical application of the knowledge acquired	Report / LOP	70 per cent	81 per cent	15 Youth Climate Dialogues organized	15	15	⚥
							2 TEDx event organized	2	2	
							3 climate change learning resources made available to youth	3	4	
							1 radio/TV programmes on climate change with a youth focus delivered	1	1	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
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	(i) Percentage of citizens and professionals participating in UN CC:Learn activities that report taking climate action or making climate-friendly decisions	Report / LOP	70 per cent	98 per cent	2 learning resources on climate change related topics targeted at the global public	2	2	
							4 exchange events on climate change for the global public organized through alumni network	4	6	
							6 learning resources on climate change related topics targeted at professionals from different sectors	6	20	
			(ii) Number of certificates	Internal unit monitoring data	140,000	180,964	4 exchange events on climate change for professionals organized through alumni network	4	8	
							2 editions of the Climate	2	2	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
							Classroom delivered			
							4 tailored learning packages developed for climate vulnerable countries	4	6	
							Training delivered to 200,000 beneficiaries	20,000	340,42 3	
		Individual and institutional capacities for national green development strategies and policy reforms strengthened	Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	Partner reports	2	3	technical advice and grants provided to national or regional training institutions to 3 new countries	3	9	
GCP	8,12		Number of training modules endorsed by the international PAGE partnership	Training modules	2	2	Three additional online courses designed and delivered in collaboration with key PAGE partners.	3	2	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			Number of training institutions participating in a green economy learning network	Partner reports	2	More than two	24 virtual or face to face learning network events provided	24	11	
			Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	Report / LOP	4	Data input error (Duplicate)	Technical advice and grants provided to national or regional training institutions to additional 6 countries	6	Data input error (Duplicate)	
			Number of policy makers trained on Poverty Environment action	Internal unit monitoring data	100	625	Training delivered to 500 beneficiaries	500	4,852	
			Number of countries specialized e-learning course on green economy	Internal unit monitoring data	6	7	Training delivered to 300 beneficiaries	300	2,134	
			Number of country tailored training products	Report / LOP	8	14	Training delivered to 500 beneficiaries	500	2,165	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			Number of countries supporting a green recovery in Central America	Report / LOP	8	Data input error	NA	Target not defined	Data input error	
			Number of people trained	Internal unit monitoring data	1,000	NF	Training delivered to 1,000 beneficiaries	1,000	NF	
			Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	Internal unit monitoring data	2	Data input error (Duplicate)	enabling peer-learning up to 40 participants from ASEAN member states through a virtual training to enhance regional coordination on green recovery strategies	40	52	
GCP	13	Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	Free E-learning course on Gender, Human Rights, Climate Change and Renewable Energy developed with UNEP and UN Women	Other	1	1	Training delivered to 5,000 beneficiaries	5,000	5,000	⚢
							150 participants in webinar on Gender, Human Rights,	150	170	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
							Climate Change and Renewable Energy organized with UNEP and UN Women			
			Number of new or fully upgraded climate change learning products	Survey / Questionnaire	21	22	self-paced course open to the general public	Yes	Yes	
			Number of actions done in collaboration with FAO, UNESCO and UNITAR	Report / LOP	4	NF	Training delivered to 1 beneficiary	1	NF	
			Number of planning actions	Report / LOP	2	NF	Training delivered to 1 beneficiary	1	NF	
			Online training on Sustainable and Climate Resilient Infrastructure	Report / LOP	1	1	Training delivered to 20 beneficiaries	20	34	
			New e-course on Climate Change and Peace and Security for field mission	Internal unit monitoring data	1	2	Training delivered to 100 beneficiaries	100	67	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			UNECE e-course on emission inventory affiliated to UN CC:Learn	Internal unit monitoring data	1	1	Training delivered to 1,000 beneficiaries	1,000	7,901	
			Number of joint outreach materials developed	Internal unit monitoring data	8	8	Number of people we reached out to with materials –3,000	3,000	At least 20,000	
GCP	13	Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level	Number of countries with climate change learning strategies in place and under implementation	Survey / Questionnaire	21	21	Training delivered to 45 beneficiaries	45	46	⚥ +
			Number of Zambia's National Climate Change learning strategy actions implemented	Report / LOP	2	NF	Training delivered to 1 beneficiary	1	NF	

Strategic Objective 3.2

SO3. Support the conservation, restoration and safeguarding of our planet for present and future generations	3.2 Strengthen the sound and sustainable management of chemicals and waste

Learning and broader capacity development activities under this sub- objective will continue efforts to strengthen the legal, technical and infrastructural capacities of governments and other relevant stakeholders to implement chemicals and waste conventions, global agreements and systems. These efforts will be critical during the period of 2018 to 2021 as the international community negotiates a new framework for the sound management of chemicals beyond 2020

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
CWM	12	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	(i) Number of multi-stakeholder coordination mechanisms in place	Survey / Questionnaire	8	2	Training delivered to 647 beneficiaries	647	785	⚥
			(ii) Number of national chemicals legislation/policies drafted	Test results	4	7				
			(iii) Number of national officer trained on Open burning of wastes	Internal unit monitoring data	100	209				
			(iv) Number of people trained on e-waste related issues	Functional/Operational GHS website and online course	100	582				
			(v) Number of participants in the waste management and	Internal unit monitoring data	150	723				

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			GHS online course							
			(vi) Number of stakeholders trained through the Information Exchange Platform	Other, survey/ questionnaire	100	617				
CWM	12	Increased access to and awareness of key tools to improve national capacity for sound chemicals management	(i) Percentage of policy maker/ stakeholder respondents affirming that access has increased via the IOMC Toolbox	Survey / Questionnaire	50	67	Training delivered to 661 beneficiaries/stakeholders	661	0	+
			(ii) Percentage of policy maker/ stakeholder respondents affirming that awareness has increased via the IOMC Toolbox	Survey / Questionnaire	70	70				
			(iii) Number of e-learning modules addressing chemicals	E-learning modules	15	15				
			(iv) Number of awareness raising materials and tools on	Materials available	5	14				

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			Chemicals and waste developed							
CWM	12	Improved national capacities to implement chemicals and waste management conventions, including capacity to reduce POPs, and capacity to mobilize financial resources	(i) Number of national officers being trained on PCB related matters	Survey / Questionnaire	200	275	Training delivered to 200 stakeholders	200	275	⚲
			(ii) Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	Draft reports	4	2				
CWM	12	Improved capacities to reduce adverse effects of mercury on human health and the environment	(i) Number of countries having identified priority actions for implementation of the Minamata Convention for the Minamata Convention	Internal unit monitoring data, access to final reports	2	2	Training delivered to 398 beneficiaries/ stakeholders	398	55	⚲
			(ii) Number of countries that have finalized the Minamata Initial Assessments	Internal unit monitoring data, access to final reports	2	2	Five guidance documents produced	5	2	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			under the GEF Framework							
			(iii) Number of mercury inventory reviews and training events done in close cooperation with Basel/Stockholm Regional Centres	Internal unit monitoring data, access to final reports	3	5	Advisory services delivered to targeted countries	Yes	Yes	
CWM	12	Improved monitoring of chemical transfers and emissions to air, water, and land	(i) Number of guidance documents produced	Other	8	8	Training delivered to 100 beneficiaries	100	54	
			(ii) Number of people trained on PRTR principles	Survey / Questionnaire, LOP	100	374				
SCYCLE	12	Improved national capacities to implement chemicals and waste management regimes,	(i) Number of multi-stakeholder coordination mechanisms in place	Report / LOP	1	Data input error	Training delivered to 3 stakeholder beneficiaries	3	Data input error	⚧

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		including capacity to reduce POPs, and capacity to mobilize financial resources					Updated tools for EU members states for E-waste Statistics	Yes	Data input error	
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities as regards the production, usage and final disposal of ubiquitous goods	(i) Research papers, policy briefs and monitors developed	Report / LOP	2	2	New Tools and Guidance for EU members states for plastic waste	Yes	Yes	
							Advisory services for the partners	Yes	Yes	
							Generation of e-waste data sets for e.g. Lebanon, Bahrain, Balkan states etc.	Yes	Yes	
							Online training on E-waste statistics and legislation assessment framework	1	At least 3	
							Training delivered to 6 stakeholder beneficiaries	6	At least 6	
							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	Yes	Yes	
							Training delivered to 11 stakeholder beneficiaries	11	11	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
							Development of the next Global E-waste Monitor 2022	Yes	Yes	
							Development of at least one additional Regional E-waste Monitor	1	2	
							Maintenance and further improvement of the globalewaste.org online data base	Yes	Yes	
							Scientific leadership of a research project on criminal shipment of wastes	Yes	Yes	
SCYCLE	12	Increased access to and awareness of key tools to improve national capacity for treatment of electrical and electronic products	(i) Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	Report / LOP	2	Data input error	Training delivered to 2 stakeholder beneficiaries	2	Data input error	
GCP	12	Improved national capacities to report on implementation of Basel and	(i) Number of countries preparing a strategy to manage chemicals and hazardous	Survey / Questionnaire	185 parties	Data input error	self-paced course open to general public	Yes	Data input error	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		Stockholm Convention	chemicals under the international conventions and other agreements							
			(ii) Number of multi-stakeholder coordination mechanisms in place	Survey / Questionnaire	161	Data input error	self-paced course open to general public	Yes	Data input error	
			(iii) Number of multi-stakeholder coordination mechanisms in place	Survey / Questionnaire	188	Data input error	self-paced course open to general public	Yes	Data input error	

Strategic Objective 3.3

SO3. Support the conservation, restoration and safeguarding of our planet for present and future generations	3.3. 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 costal ecosystems

Programme	Alignment with SDGs	Result Area	Results				Output		GEEW / LNOB		
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
GCP	14	Increased knowledge of key stakeholders of equitable sharing of benefits from genetic resources in accordance with international legal regimes	(i) Number of knowledge hubs for the demonstration of Ocean Management developed under use	Survey / Questionnaire	10	426	Agreed specification for the construction of a high-end knowledge hub to support improved Ocean Management developed	Yes	Yes	
							Provision of ongoing performance guidance for use of the hub	Yes	Yes	
							Knowledge translation platform (KTP) completed and launched	Yes	Yes	
							At least two fully functioning Learning Pathways implemented	2	2	
							KTP user manual finalized and launched	Yes	Yes	
							KTP user survey conducted	Yes	Yes	

Strategic Objective 4.1

SO4. Promote inclusive and sustainable economic growth	4.1 Help countries to achieve inclusive and sustainable economic growth

Decent employment opportunities for all, particularly for youth, women and the vulnerable and marginalized, are of utmost importance for ensuring economic growth and people's well-being. Moreover, it is of key importance to strengthen institutional capacities on trade, finance, anticorruption, debt financing, relief, restructuring and sound management to decrease economic inequalities. In times of globalization, strong multi-stakeholder collaborations across all sectors help carry forward worldwide initiatives on sustainable development. This sub-objective focused on supporting countries to achieve inclusive and sustainable economic growth and create decent work opportunities for all by strengthening employability capacities; skills for multi-stakeholder collaboration; and enhancing knowledge on trade, finance, debt and statistics.

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
NDC, digital health and capacity building	3	Long-term sustainable financing models for NCD programming established in low-resource countries	(i) Increased financing for NCDs in support of National Costed Action Plans and Defeat-NCD Partnership Strategy	Report / LOP	US$ 5 million mobilised for NCD programming	US$ 5 million mobilised for NCD programming	Conduct country assessment for domestic NCD financing	Yes	Yes	⚧+
							Develop system for NCD finances tracking/ pooled funding	Yes	No	
							Develop innovative products for NCD financing	Yes	Yes	
							Support countries for health protection / insurance	Yes	Yes	
							Resource mobilisation for costed action plans	Yes	Yes	

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
HO	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (South Sudan)	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey / Questionnaire	70 per cent	248 per cent	Training delivered to 75 beneficiaries	75	186	⚦
HO	5, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme)	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Survey / Questionnaire	70 per cent	87 per cent	Training delivered to 5,250 beneficiaries	5,520	4,563	⚦
HO	8	Enhanced transferrable skills of youth, including entrepreneurial skills, knowledge and attitudes	(i) Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Survey / Questionnaire	70 per cent	96 per cent	Training delivered to 100 beneficiaries	100	200	⚦

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
HO	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Iraq)	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey / Questionnaire	70 per cent	60 per cent	Training delivered to 330 beneficiaries	330	200	⚧
HO	8, 10	Increased awareness of creative economy and of its potential for socio-economic development	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Survey / Questionnaire	70 per cent	86 per cent	Training delivered to 114 beneficiaries	114	98	⚧
HO	8, 10	Enhanced knowledge and skills to mainstream gender equality and women's empowerment into government policy	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey / Questionnaire	70 per cent	91 per cent	Training delivered to 60 beneficiaries	60	34	
HO	3, 8	Optimised use of technologies for better decision making	(i) Number of countries preparing a strategy to manage chemicals and hazardous	Report / LOP	70	100	3 countries roll-out the solution to report availability and stock levels of NCD supplies	3	20	⚧

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
			chemicals under the international conventions and other agreements							
NPO	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes	(i) Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Report / LOP	70 per cent	70 per cent	15	15	142	
PFTP	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes	(i) Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Survey / Questionnaire	70 per cent	95 per cent	Training delivered to 100 beneficiaries	100	150	⚧
PFTP	8	Increased awareness among officials to foster good practice and exchange of ideas using innovative	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and	Survey / Questionnaire	70 per cent	NF	Training delivered to 150 beneficiaries	150	NF	⚧

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		learning methodologies, including e-Learning and reaching out to female officials who will not otherwise have access to learning opportunities (Financial Literacy and Master's Programme)	exchange of ideas using innovative learning methodologies							
PFTP	2,8	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to fostering innovation (TFSN)	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Survey / Questionnaire	70 per cent	98 per cent	Training delivered to 140 beneficiaries	140	150	+
PFTP	3	Increase awareness, create knowledge and skills of various societal stakeholders to	(i) Percentage of beneficiary respondents reporting increased awareness on	Survey / Questionnaire	70 per cent	98 per cent	Training delivered to 70 beneficiaries	70	100	+

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		develop and implement measures that decrease food waste	fostering good practice and exchange of ideas using innovative learning methodologies							
PFTP	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme)	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Survey / Questionnaire	70 per cent	95 per cent	Training delivered to 100 beneficiaries	100	100	+
PFTP	1	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Test results	70 per cent	95 per cent	Training delivered to 150 beneficiaries	150	150	

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		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)								
SDP	11	Enhanced knowledge of civil aviation authorities on airport management as engines for economic growth and development	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Report / LOP	85 per cent	NF	Training delivered to 300 beneficiaries	300	NF	⚥

Strategic Objective 5.1

SO5. Support the indivisible and integrated nature of the 2030 Agenda	5.1 Optimize the use of new technologies, including geospatial technologies, for evidence-based decision-making

Science and technology are key elements for implementing the SDGs and are of great importance in enhancing capacities at national and regional levels. The use of technology-based and innovative solutions will continue to play an important role in supporting 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. In addition to delivering imagery analysis and satellite solutions to relief and development organizations, we will develop and deliver learning solutions based on cutting edge technologies, particularly with a view to reducing inequalities which stem from unequal access to technological advances

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
UNOSAT	16	Improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues	(i) Percentage of eligible requests for support met	Survey/Questionnaire, Internal unit monitoring data	100 per cent	100 per cent	Provision of satellite based analysis	Yes	Yes	
			(ii) Percentage of requester agreeing that analysis provided was useful for decision making or operational coordination	Survey/Questionnaire, Internal unit monitoring data	100 per cent	100 per cent	Provision of satellite based analysis	Yes	Yes	
				Internal unit monitoring data	70 per cent	83 per cent	Training delivered to 20 beneficiaries	20	34	
							UNOSAT Mapping Service activated 20 times per year for Human Rights purposes	20	48	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
UNOSAT	1, 3, 11, 16	Improved routine access by international humanitarian community and Member States to high-quality satellite imagery analysis for senior level decision making and operational coordination & response in the field	(i) Percentage of requests supported	Internal unit monitoring data	100 per cent	100 per cent	UNOSAT Mapping Service activated 15 times per year for humanitarian purposes in the context of REACH	15	28	+
			(ii) Percentage of requester agreeing that analysis was useful for decision making or operational coordination	Survey / Questionnaire	70 per cent	83 per cent	Training delivered to 175 beneficiaries	175	159	
			(iii) Average number of views of GIS products published on UNOSAT's website	Internal unit monitoring data	60 views per product	180.5	UNOSAT Mapping Service activated 35 times per year for Humanitarian purposes	35	59	
UNOSAT	13	Enhanced evidence-based decision making in Fiji, Solomon Islands, and Vanuatu by using CommonSensing	(i) Percentage of beneficiaries using skills in national or regional context	Interna unit monitoring data	80 per cent	100 per cent	Training delivered to 30 beneficiaries	30	230	

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		solutions for DRR and CCA								
UNOSAT	9, 11, 13	Increased skills and capacity of national and regional experts to use satellite derived mapping and GIS for disaster risk reduction, emergency response and territorial planning and monitoring	(i) Percentage of response to eligible backstopping requests	Internal unit monitoring data	100 per cent	101 per cent	Ad hoc technical backstopping provided to a minimum of 8 national and regional partners	8	26	+
			(ii) Percentage of participants of UNOSAT's in person trainings who successfully achieve learning objectives	Survey/Questionnaire	80 per cent	87.90 per cent	Establishment of the UNOSAT knowledge platform	Yes	Yes	
			(iii) Percentage of beneficiaries using skills in national or regional context	Internal unit monitoring data	50 per cent	100 per cent	Training delivered to 120 beneficiaries	120	245	
UNOSAT	9	Enhanced cooperation with partners through the provision of tailor-made solutions for	(i) Percentage of partners agreeing that solution provided was useful for	Internal unit monitoring data	70 per cent	79 per cent	Implementation of solution for project monitoring using satellite imagery	Yes	Yes	+

Programme	Alignment with SDGs	Result Area	Results					Output			GEEW / LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Output indicator	Target (revised)	Actual	
		leveraging geospatial information in decision-making	decision making				and geospatial information			
NDC, UNOSAT, SDP	8, 11	Optimised use of technologies for better decision making	(i) Number of countries implementing new innovative solutions to improve health data collection and analysis	Report / LOP	2	2	2 countries roll-out the solution to report availability and stock levels of NCD supplies	2	2	⚧

Strategic Objective 5.2

SO5. Support the indivisible and integrated nature of the 2030 Agenda	5.2 Support coherence and evidenced-based policies of the 2030 Agenda

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.

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
Agenda 2030 Programme Unit (Agenda 2030)	17	Strengthened capacities of pilot countries to adjust systems for integrated and coherent policy design and implementation and to promote more inclusive and agile institutions **GEEW and LNOB**	Share of training participants confirming their knowledge and skills for integrated and coherent policy design and reporting on SDGs have increased	Internal unit monitoring data	70 per cent	89 per cent	1 pilot country supported through training delivered to 60 beneficiaries, and on National SDG Action Plan and monitoring framework, SDG Communication Strategy	1	1	
			The beneficiary country applies the proposed methodologies on policy coherence and monitoring to adjust national systems for SDGs **[New]**	Survey/ Questionnaire	Methodology used for the design of SDG Action Plan and monitoring framework	SDG Action Plan and monitoring framework was developed.	Training on integrated planning delivered to 100 beneficiaries in other pilot countries	100 beneficiaries in other pilot countries	3 workshops delivered in Mauritius and Madagascar with 132 participants	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
			Share of training participants who believe they are better positioned to develop or implement coherent strategies, approaches and policies which are also aimed at ensuring No One is Left Behind (LNOB) **[New]**	Internal unit monitoring data	70 per cent	96 per cent	A guidance developed on an effective learning approach to strengthening integrated policy-making on specific policy issues (e.g., fisheries crime, etc.)	1	1guidance named Blue Action Dialogue. It includes a convener's manual and a toolbox.	
			Degree of relevance of advisory services to support the development of a learning package using system thinking **[New]**	Report	Relevant to Very relevant	Very relevant				
Agenda 2030	17	Strengthened capacities of countries to close data gaps through better planning and partnerships and to leverage data analysis to inform decision-making and reporting on the SDGs **GEEW and LNOB**	Share of polled data tool and product users indicating they find them useful and effective for addressing their priority data gaps related to monitoring SDGs	Survey/ Questionnaire	30 per cent or more	91 per cent	10 countries introduced to available data tools and products	10	54	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
			Share of course participants indicating that they are better positioned to compile environmental SDG indicators **[New]**	Internal unit monitoring data	80 per cent or more	98 per cent	E-version of the Handbook on Statistical Organization made available jointly with UNSD	E-version of the Handbook on Statistical Organization made available jointly with UNSD	E-version of the Handbook On Statistical Organization made available jointly with UNSD in 2022	
			Share of polled data producers, users and other stakeholders indicating their awareness of specific opportunities, limitations and quality requirements to leverage citizen-generated data has increased	Internal unit monitoring data	70 per cent or more	80 per cent	1'000 persons trained on environmental SDG indicators through joint UNEP-UNITAR-UNSIAP course	1,000	38,250 persons trained on Environmental SDG Indicators in English, Russian and French versions.	
							60 citizen scientists benefit from coaching, 4 data sets produced by citizen scientists assessed on quality requirements from NSO perspective, 2 Policy Briefs with Impact assessment and updated guidelines on citizen science data for NSOs	60 citizen scientists 4 data sets produced 2 Policy Briefs	59 benefit from coaching, and 2 policy briefs, 7 data sets, 2 scientific articles were produced. Support to 1 pilot country - Maldives - on monitoring 2 SDG indicators: SDG 14.1.1b and SDG 14.5.1 using citizen science data was provided. Additionally, 1 hackhathon on	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
									data and 1 data session were organized in the preparation of the Crowd4SDG Final Conference.	
Agenda 2030	4, 17	Well matched learning needs of individuals and organizations on SDGs ensuring effective SDG learning resulting in behavioural change **GEEW and LNOB**	Share of polled UNSDG:Learn respondents finding content relevant and guidance/search tools as effective **[New]**	Survey/Question naire	70 per cent or more	89 per cent	UNSDG:Lear n platform providing access to a range of SDG learning from 60+ partners	UNSDG:Lea rn platform providing access to a range of SDG learning from 60+ partners	Upgraded interface of UN SDG:Learn platform with community sites (former special langing pages) that are microsites and have more flexibility for customization. The assessments of the platform have become available without registration. New learning pathway functionality was added.	
							New Task Force on SDGs4Busin ess created under UNSDG:Lear n	New Task Force on SDGs4Busin ess created under UNSDG:Lea rn	New Task Force on SDG4Busines s was created in 2022.	

Programme	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
			Percentage of polled participants of the Platform agreeing or strongly agreeing that their awareness of policy coherence and LNOB has increased **[New]**	Survey/Question naire	70 per cent or more	100 per cent	5,000 learners have self-assessed SDG competencies	5,000	5398 attempts were made for 3 assessments on UN SDG:Learn platform.	
							New Task Force on SDGs4Business created under UNSDG:Learn	New Task Force on SDGs4Business created under UNSDG:Learn	New Task Force on SDG4Business was created in 2022.	
							2,500 learners benefitted from SDG e-learning	2,500	50,089	

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	Alignment with SDGs	Result Area	Results				Output			GEEW / LNOB
			Indicator of achievement	Means of Verification	Target	Actual	Output indicator	Target	Actual	
Agenda 2030	14	Strengthened capacities of pilot countries to adjust systems for integrated and coherent policy design and implementation and to promote more inclusive and agile institutions	(i) Degree of relevance of advisory services to support the development of a learning package	Feedback from the partner, internal unit monitoring data	Relevant to very relevant	Very relevant	Support provided to the design of a training toolkit to address fisheries crime	Yes	Yes	⚥
Agenda 2030	17	Strengthened capacities of representatives of NSOs, Ministries of Environment and other stakeholders to compile and use data for the environment-related SDGs and on to promote cross-cutting data analysis	(i) Share of course participants indicating that they are better positioned to compile environmental SDG indicators	Internal unit monitoring data	80 per cent or more	98 per cent	Training delivered to 100 beneficiaries	100	38,250	⚥
NYO	16	Increased understanding of the 2030 Agenda	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Survey/Question naire	70 per cent or more	100 per cent	Training delivered to 200 beneficiaries	200	1,100	⚥

Functional Objective 1

FO1. Sound Executive Leadership	Maintain sound executive leadership, stewardship and governance

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	Results				Output		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
Office of the Executive Director (OED)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate result	Percentage of corporate key performance indicators achieved within 80 per cent of target	Other: KPI internal monitoring data	80 per cent	83 per cent for 2023, 70 per cent for 2022 (several targets were not defined)	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	Key performance indicators formulated, monitored and visualized
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	Percentage of Board of Trustees recommendations implemented within specified timeline	Internal monitoring data and report	80 per cent	100 per cent	Reports produced of the Board of Trustees and subsidiary body sessions	Reports produced of the Board of Trustees and subsidiary body sessions	Reports produced of the Board of Trustees and subsidiary body sessions
						Reports of regular management meetings	Reports of regular management meetings	Reports of regular management meetings
						Internal policies developed and application effectively monitored	Internal policies developed and application effectively monitored	Internal policies developed and application effectively monitored
		Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	Report	100 per cent	52 per cent	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations

Functional Objective 2.1

FO2. Strengthen programming for results	2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results
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 still in progress. During the 2022-2023 budget cycle, the Institute will continue to work towards addressing this imperative under the leadership of the Planning, Performance Monitoring and Evaluation Unit, including through a revised Evaluation Policy that places new emphasis on impacts of UNITAR's work.	

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
Planning, Performance Monitoring and Evaluation Unit (PPME)	Maintained accountability in delivering results **[RD]**	Percentage of donor funded project documents having logical frameworks or other results formulations with indicators / performance measures	Internal monitoring of data of project recorded on the Project Tracking Tool	90 per cent	36 per cent	Provision of methodological guidance and review of project documents and other results frameworks (e.g. annual work plans and results-based budgets)	Provision of methodological guidance and review of project documents and other results frameworks (e.g. annual work plans and results-based budgets)	Project documents were reviewed upon request.
						Awareness raising / training delivered to UNITAR staff on results-based management/ results formulation/theory of change/log frame;	Awareness raising / training delivered to UNITAR staff on results-based management/ results formulation/theory of change/log frame;	Guidance document on Theory of change published. Brownbag sessions on Managing for Results Policy and Programme Performance Reporting in 2022.
						Two corporate results reports with CITSU	2	3
						Coordination of results-based components of programme budgets;	Coordination of results-based components of programme budgets;	Coordination of Revised Programme Budget 2022-23 and 2024-2025 Programme Budget.

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
		Percentage of donor funded project documents having SDG alignment	Internal monitoring of data of project recorded on the Project Tracking Tool	75 per cent	29 per cent	One Programme Performance Report (2020-2021);	1	1
						Draft report of the Secretary-General on UNITAR (2023),	1	1
						One SDG alignment exercise;	1	1 SDG alignment exercise conducted for the 2022-2023 programme budget.
						Coordination of 2 SFF annual narrative reports and liaison with SFF donors;	2	2
						Two UNSWAP evaluation and RBM KPIs monitored and reported	2	2 (2022 and 2023)
PPME	Strengthened self-evaluation function	Percentage of self-evaluations sampled complying with Monitoring and Evaluation Policy requirements for learning-related programming	Other: review of project completion evaluation reports recorded on the Project Tracking Tool	90 per cent	2022: 27 per cent (3 out of 11 reports reviewed). 2023: 50 per cent (5 out of 10 reviewed) per cent. Total: 38 per cent (8 out of 21)	Methodological guidance provided through job aides, templates and coaching	Methodological guidance provided through job aides, templates and coaching	Yes, continued one-to-one support provided for self-evaluations.
		Percentage of sampled project completion evaluation reports that include findings, conclusions and recommendations	Other: review of self-evaluation reports recorded on the Project Tracking Tool	80 per cent	2022: 36 per cent (4 out of 11 reviewed) 2023: 30 per cent (3 out of 10 reviewed) Total: 33 per cent (7 out of 21 reviewed)	Meta-analysis report of self-evaluation undertakings issued	1	1 (issued for 2022 and 1 pending for 2023).
						Ten independent quality assessments/reviews of programme self-evaluations	10	21 (11 for 2022 and 10 for 2023)

Functional Unit	Result Area	Results					Outputs		
		Indicator(s)	Means of Verification	Target	Actual		Indicator(s)	Target	Actual
PPME	Strengthened independent evaluation function	Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	Other: Independent Evaluation recommendation tracking tool on Unitarnet	85 per cent	IOMC: 0% KAIPTC: tbc A2030: 75% implemented after 1 year Norad Baseline: 33% CS update: 0% after 6 months, 14% after 1 year PCC: response unclear Total: tbc		Two corporate measurements of application of learning	2	2 (2021 and 2022 already published). Annual measurement for 2023 pending.
							Eight independent project evaluations	8	10
							Two independent programme/cluster evaluations	2	2 (Certification and joint Master's degrees evaluations)
							Four impact stories developed	4	8
PPME	Effective knowledge integration and organizational learning	Managers from projects confirming that lessons learned informed the design of future phases of those projects	Survey/Questionnaire	80 per cent	100 per cent		Repository updated on lesson learned	Repository updated on lesson learned	Yes, continued updating of repository
		Percentage of projects in which lessons learned inform the design of future phases of those projects	Survey/Questionnaire	80 per cent	100 per cent		One knowledge sharing forum on integrating lessons-learned for quality improvement in programming	1	2: One brownbag on lessons learned and one brownbag on applying the quality assurance framework organized.
							Two good practice documents developed	2	4 good practice documents developed on measuring results, donor and partner involvement in M&E, integrating UNITAR quality standards in training and One-UN partnerships.

Functional Objective 2.2

FO2. Strengthen programming for results	2.2 Further strengthen the quality of UNITAR products and services

Strengthening the quality of products and services has figured among the Institute's objectives since 2010, and Management has undertaken important steps in this direction with the identification and adoption of quality standards and processes. In 2017, UNITAR revised its Quality Assurance Framework for learning-related events to validate and strengthen quality, as well as provide a platform for sharing experiences and lessons on quality review. Further strengthening learning and related services is undeniably central to positioning UNITAR among the leaders in the training and capacity development industry.

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
PPME	Improved implementation know-how to align learning events with quality assurance tools	Percentage of sampled Quality Assurance Framework self-assessments meeting at least 8 of 10 criteria	Other: Independent review of Quality Assurance Framework self-assessments	80 per cent	0 per cent	Delivery of certification course on training development to UNITAR staff	1	1
						Methodological guidance provided to programmes for self-assessment against quality standards	Methodological guidance provided to programmes for self-assessment against quality standards	Not implemented
						Ten independent reviews performed on Quality Assurance Framework self-assessments	10	Not implemented
PPME	Endogenous learning strengthened contributing to quality improvement	Percentage of quality assurance review recommendations implemented	Other: quality assurance review recommendations monitoring	85 per cent	0 per cent	Recommendations submitted to programmes for quality improvement	Recommendations submitted to programmes for quality improvement	Not implemented

Functional Objective 3

FO3. Optimize efficiency	3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs

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.

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
Administration and Procurement Unit (APU)	Improved efficiency and Speed in processing procurement transactions	New web-based procurement tool	Internal unit monitoring data	Binary	A new web-based procurement tool is developed in-house and fully operational used by all programmes.	Regular processing of procurement requests and payments	Regular processing of procurement requests and payments	All RFPs processed within 3 to 7 working days in accordance with the applicable administrative circular
						Support provided to Committee on Contracts	Support provided to Committee on Contracts	Support provided to Committee on contracts
APU	Support for the smooth transition into New Oracle Cloud ERP **[New]**	Successful migration of all procurement related transactions	Testing and monitoring data	Transition complete by Dec'22 or in agreement with new deadlines by UNDP	Supported the smooth transition into Quantum ERP system	Availability of all procurement related open POs	Availability of all procurement related open POs	All active suppliers and valid POs successfully imported to Quantum

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
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	Internal unit monitoring data	31 July 2023	Not implemented yet. Will be part of 2024 project.	Two basic financial dashboards or tools to help project financial planning and management	Two basic financial dashboards or tools to help project financial planning and management	Not implemented yet. Will be part of 2024 project.
FBU	Create and maintain sound Accounting and Financial Reporting System in the new Oracle ERP	No material errors in the Financial Audits	Test results	31 May 2023	Test results done	Unqualified Audit Opinions for the Institute's Financial Statements	Unqualified Audit Opinions for the Institute's Financial Statements	No audit qualifications provided by UNBOA.
Human Resources Unit (HRU)	Timely workforce profiling and alignment with corporate needs	Number of processing days for issuance of classification advice following request submission	Other	At least 15 working days	9.39 average working days	Classification advices issued for each classified post	Classification advices issued for each classified post	Classification advices issued for each classified post
		Number of processing days for contract issuance following requests submitted by programmes	Other	7 working days	4.9 average working days	Proper contractual management	Proper contractual management	Proper contractual management

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
HRU	Improved opportunities for development of skills / competencies	Timely renewal of LinkedIn license and distribution to programme units	Other	LinkedIn Learning available to staff and in accordance with circular AC/UNITAR/2019/09	LinkedIn learning available to staff	Renewal of LinkedIn Learning license	Renewal of LinkedIn Learning license	Renewal of LinkedIn Learning license
HRU	Improved efficiency in the administration of Recruitment process	Improvement of e-recruitment Tool **[RD]**	Other	binary	Ongoing	Improved functionality of e-recruitment tool	Improved functionality of e-recruitment tool	Improved functionality of e-recruitment tool
		Create and maintain consultancy roster in the new Oracle Cloud ERP **[New]**	Other	31 May 2023	On hold -- UNDP could not finalize as expected	Availability of roster for consultation by programme units	Availability of roster for consultation by programme units	N/A
HRU	Support for the smooth transaction into new Oracle Cloud ERP **[New]**	Successful migration of human resources related transactions	Testing and monitoring human resources and SSA vendor data	Transaction completed by December 2022 or in agreement with new deadlines by UNDP	Complete transaction	Availability of all human resources and SSA vendor data in the new system	Availability of all human resources and SSA vendor data in the new system	Availability of all human resources and SSA vendor data in the new system
Communications and Information Technology Support Unit (CITSU)	EMS aligned to the industry standards	Number of steps for the registration and enrolment reduced for event Managers	Internal unit monitoring data	3 steps	- 1 step registration in EMS and Moodle H13enrolment - EMS updated	EMS-Moodle integration	EMS-Moodle integration	Moodle courses integrated with EMS events and automatic student enrolment

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
		New EMS running on the latest Drupal version, and visual identity and layout aligned to the website	Internal unit monitoring data	binary	to the latest stable version 9	The backend of EMS upgraded to the latest version	The backend of EMS upgraded to the latest version	Drupal platform upgraded to version 9
CITSU	Moodle-EMS integration for smooth data transfer	Number of steps for the reporting of participation and certification data for e-courses	Internal unit monitoring data	2 steps	A study was done	Moodle-EMS integrated and data transfer function operational	Moodle-EMS integrated and data transfer function operational	A study on the proposed solution on how to implement the Moodle-EMS integration has been done.
CITSU	New tool to manage programme requests	Number of new tools designed and made available	Internal unit monitoring data	2	2	Contract request platform operational., Programme requests management system operational.	Contract request platform operational., Programme requests management system operational.	New online acquisition plan launched and operational, new UNITARnet launched and operational

Functional Objective 4.1

FO4. Increase and diversify financial resources and partnerships	4.1 Increase and diversify financial resources with an emphasis on new, emerging donor countries, pooled contributions and engagement with the business sector

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. On the revenue side, the Institute surpassed the strategy's income target of $64 million by 2021. The size of projects has also increased during this period, from an average of $221,000 to close to $300,000 (31 August 2021). A new Partnerships and Resource Mobilization Strategy was endorsed by the Institute's Board of Trustees in November 2021, guiding UNITAR over the next six years. Under this new strategy, and recognizing that partnership engagement and resource mobilization are collective efforts led by Programme Units and Hosted Partnerships, 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 Resource Mobilization Unit, the Institute will strive to secure increased partnerships and income through national level and UN country office programming, strengthened engagement with the business/private sectors, expanded hosted partnerships and increased loosely-earmarked strategic funds.

Functional Unit and Programmes	Result Area	Results				Outputs		
		Indicator(s)	Means of verification	Target	Actual	Indicator(s)	Target	Actual
Office of the Executive Director, Programme Units and Hosted Partnerships, Division for Operations, and Partnerships and Grants Oversight Unit (PGOU)	Increase in income to match programme budget targets	Amount of income mobilized to meet programme budget targets	Internal monitoring data provided from ERP	$73.582 million (rev: $83.3 million)	$84.791	Resource mobilization and partnership engagement (Programme Units and Hosted Partnerships)	Resource mobilization and partnership engagement (Programme Units and Hosted Partnerships)	Resource mobilization and partnership engagement (Programme Units and Hosted Partnerships)
						Review/signatures of donor, IP, procurement and other agreements to enable Programme Units and Hosted Partnerships engage in successful mobilization of resources and programming (FBU, HRC, APU, PGOU)	Review/signatures of donor, IP, procurement and other agreements to enable Programme Units and Hosted Partnerships engage in successful mobilization of resources and programming (FBU, HRC, APU, PGOU)	Review/signatures of donor, IP, procurement and other agreements to enable Programme Units and Hosted Partnerships engage in successful mobilization of resources and programming (FBU, HRC, APU, PGOU)

Functional Unit and Programmes	Result Area	Results				Outputs		
		Indicator(s)	Means of verification	Target	Actual	Indicator(s)	Target	Actual
						Recording of agreements in centralized repository (PGOU)	Recording of agreements in centralized repository (PGOU)	Agreements recorded in centralized repository (PGOU)
Office of the Executive Director, PGOU and Programme Units and Hosted Partnerships	Increased diversification of funding	Amount of income mobilized through engagement with UN country programming	Internal monitoring data	$10 million	$2,333,343	Coordination of monitoring and reporting on partnership and resource mobilization strategy objectives (PGOU)	Coordination of monitoring and reporting on partnership and resource mobilization strategy objectives (PGOU)	Coordination of monitoring and reporting on partnership and resource mobilization strategy objectives (PGOU)
		Amount mobilized in softy-earmarked contributions for Strategic Framework Fund	Internal monitoring data	$5,000,000	$0	Strategic engagement with donors for Strategic Framework Fund (OED) and private and business sectors and UN country programming (Programme Units and Hosted Partnerships)	Strategic engagement with donors for Strategic Framework Fund (OED) and private and business sectors and UN country programming (Programme Units and Hosted Partnerships)	Strategic engagement with donors for Strategic Framework Fund (OED) and private and business sectors and UN country programming (Programme Units and Hosted Partnerships)
		Amount of income mobilized through engagement with the private and business sectors	Internal monitoring data	10 per cent	11.2 per cent			
PGOU	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	Internal unit monitoring data	10 business days	7.1 business days	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships, IT support tool	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships, IT support tool	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

Functional Unit and Programmes	Result Area	Results				Outputs		
		Indicator(s)	Means of verification	Target	Actual	Indicator(s)	Target	Actual
		Percentage of IP agreements supported with DD exercises according to policy requirements	Internal unit monitoring data	100 per cent	95%	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 application of related policy guidelines	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 application of related policy guidelines	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 application of related policy guidelines
		Percentage of DD reports with recommendations monitored for implementation	Internal unit monitoring data	100 per cent	100 per cent			
		Percentage of financial agreements required for review reviewed within 7 working days (PGOU)	Internal unit monitoring data	80 per cent	92.6 per cent			

Functional Objective 4.2

FO4. Increase and diversify financial resources and partnerships	4.2 Increase the breadth and depth of partnerships in programming
Strengthened engagement with implementing partners, private sector organizations and businesses and hosted partnerships 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 Resource Mobilization Unit's work is to ensure that due diligence has been applied and that engagement with these partners is risk-informed and tolerated with realistic recommendations.	

Programme	Result Area	Results				Outputs		
		Indicator(s)	Means of verification	Target	Actual	Indicator(s)	Target	Actual
PGOU	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	Internal monitoring of data	10 business days	7,1 business days	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships
		Percentage of IP agreements supported with DD exercises according to policy requirements	Internal monitoring of data	100 per cent	95 per cent	IT support tool developed to support more effective DD and risk assessments processes and tracking of recommendations	IT support tool developed to support more effective DD and risk assessments processes and tracking of recommendations	No IT support tool developed to support more effective DD and risk assessments processes and tracking of recommendations
		Percentage of DD related recommendations monitored for implementation	Internal monitoring of data	100 per cent	100 per cent	Engagement and knowledge sharing with due diligence and risk assessment focal points across the UN system	Engagement and knowledge sharing with due diligence and risk assessment focal points across the UN system	Engagement and knowledge sharing with due diligence and risk assessment focal points across the UN system
						Policy on engagement with private sector and businesses reviewed and revised	Policy on engagement with private sector and businesses reviewed and revised	No policy on engagement with private sector and business

Programme	Result Area	Results				Outputs		
		Indicator(s)	Means of verification	Target	Actual	Indicator(s)	Target	Actual
						Annual report on due diligence and risk with partners	Annual report on due diligence and risk with partners	No annual report on due diligence and risk with partners

Functional Objective 5

FO5. Enhance communications	5.1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand

Good communications are vital to helping achieve strategic objectives, as it increases awareness, builds trust and credibility, and attracts 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. Int 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.

Functional Unit	Result Area	Results				Outputs		
		Indicator(s)	Means of Verification	Target	Actual	Indicator(s)	Target	Actual
Communications and Information Technology Support Unit (CITSU)	Improved coherence in visual identity	Percentage of sampled communication products in compliance with communication guidelines	Internal unit monitoring data	80 per cent	81 per cent	Increased options for branding templates, branding guidelines training given to newcomers, guidelines for websites and other digital platform developed	Increased options for branding templates, branding guidelines training given to newcomers, guidelines for websites and other digital platform developed	The new logo and the 60th anniversary logo were launched, new branding templates created, branding portal refreshed, old logo replaced, branding advice given and compliance checked before printing.

CITSU	Increased outreach on social media	Percentage of increased followers on Twitter, Facebook and LinkedIn	Internal unit monitoring data	10 per cent increase in Twitter and Facebook, 20 per cent increase in LinkedIn	5.42 per cent increase in Twitter and Facebook, 23 per cent increase in LinkedIn, 69.8 per cent increase in Instagram and 26 per cent increase in YouTube	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.	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.	Information session and guidance documents delivered to respective communication focal points on social media for events and contents. Besides coordination platform, revision, advices and informational page for their contents (inlcuding improvement) and training on the platform given.
CITSU	increased institutional information sharing with employees	Number of video messages recorded/promoted with updates from the OED and directors on UNITAR latest developments	Internal unit monitoring data	5	5	videos posted on yammer, videos promoted internally through other channels to reach employees in other countries, follow up on comments/responses from employees.	videos posted on yammer, videos promoted internally through other channels to reach employees in other countries, follow up on comments/responses from employees.	> Season's greeting video > UNITAR Staff Video > Photo Exhibition Opening > Staff Invitation to Concert > ED interview

						a new communication strategy developed and approved, and action plans created **[New]**	a new communication strategy developed and approved, and action plans created **[New]**	A new communication strategy was developed and approved by the BOT in 2022. CITSU mainly focused its efforts on the 60th anniversary events and communication in 2023.
CITSU	Improved outreach by email marketing	Percentage of increase in email newsletter / course announcement recipients	Internal unit monitoring data	10 per cent	95,89 per cent increase in the number of subscribers, 23,446 new subscribers	Regular coordination with communication focal points on content creation	Regular coordination with communication focal points on content creation	Clear coordination with respective communication focal points about the contents, delivery time and target group.
						Provision of branded templates for units to follow.	Provision of branded templates for units to follow.	Updates made to existing templates but yet to provide full email templates fit to each division's needs

Annex III: Alignment by SDG

SDG 1 No Poverty End poverty in all its forms everywhere	

Number and proportion of results areas to total results areas	2 (2%)
Results areas achieved	2 (100%)
Number of learning beneficiary outputs	309 (partially achieved)
Other outputs	UNOSAT Mapping Service activated 87 times (above target) for humanitarian purposes
Assessment of results area linkage to SDG indicator	**Strong** — 0% **Moderate** — 50% **Weak** — 50%

SDG 1 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
1.b	50%	Create sound policy frameworks at the national, regional and international levels, based in pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.
1.5	50%	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

Overall Assessment of UNITAR Contribution	**Moderate.** While all result areas aligned to SDG1 were fully achieved and the UNOSAT mapping services was activated more times than expected, they represent only 2 per cent of the total of result areas and produced 309 learning beneficiaries, which is a small proportion of the Institute's learning participants reached. Moreover, they were assessed as being weak and moderately aligned. For this reason, they were rated as moderate. The result areas correspond to i) learning programming on poverty reduction, governance and anticorruption, financing-related issues, and prudent tax and revenue management to advance financing for development; and ii) supporting the provision of high-quality satellite imagery analysis for senior level decision making to the international humanitarian community, through UNOSAT's EMS.

	SDG 2 Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
Number and proportion of results areas to total results areas	1 (1%)	
Results areas achieved	1 (100%)	
Number of learning beneficiary outputs	150 (above target)	
Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	0%
	Weak	100%
SDG 2 targets aligned to result area from UNITAR programming:		

Target	% Results Aligned to Target	Definition
2.4	100%	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.
Overall Assessment of UNITAR Contribution	**Moderate.** One result area was aligned to SDG2, for which its outcome and output indicators were achieved. However, given the low proportion of result areas and the weak alignment of this, the UNITAR contribution was assessed as moderate. The result area corresponds to training programming on trade and intellectual property to foster innovation.	

SDG 3 Good Health and Well-Being
Ensure healthy lives and promote well-being for all at all ages

Number and proportion of results areas to total results areas	10 (8%)	
Results areas achieved	9 (90%, one not funded)	
Number of learning beneficiary outputs	24844 (above target)	
Other outputs	• Development of 8 policy briefs with WHO on diabetes care, sugary beverages, smoking legislation, obstructive pulmonary disease, health system capacity, childhood diabetes and healthy ageing. • Undertaking of country assessments and costed action plans, and provided technical assistance to targeted countries.	
Assessment of results area linkage to SDG indicator	**Strong**	60%
	Moderate	20%
	Weak	20%

SDG 3 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
3.1	10%	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
3.2	40%	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
3.4	10%	By 2030, reduce by one third premature mortality from non- communicable diseases through prevention and treatment and promote mental health and well-being.
3.6	10%	By 2020, halve the number of global deaths and injuries from road traffic accidents.
3.9	10%	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
3.b	10%	Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines

		and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.
3.c	10%	Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.
3.d	10%	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.
Overall Assessment of UNITAR Contribution		**Strong.** Eight per cent of UNITAR result areas were aligned to SDG 3, 90 per cent of which were achieved and the remainder (one result area) not funded. Eighty per cent of these, were assessed as having a moderate or strong alignment to SDG3 indicators. The ten result areas produced 24844 learners, 8 research products, and other technical products, such as needs assessments, which were accompanied by advisory and technical services. Adding these up, the UNITAR contribution to SDG 3 is assessed as strong. Most programming strongly aligned with SDG3 was managed by the Division for NCD, digital health and capacity building to support Member States in increased delivery on NCD prevention and management services to communities, including through provision of supplies, national NCD capacity building, sustainable financial models for NCD. Other health-related programming includes efforts to tackle road safety issues, to increase capacities in surgical, obstetrics and anesthesia services; and to improve infant and maternal health and nutrition.

SDG 4 Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		
Number and proportion of results areas to total results areas	10 (8%)	
Results areas achieved	10 (100%)	
Number of learning beneficiary outputs	59165 (above target)	
Other outputs	• Upgraded interface of UN SDG:Learn platform with community sites, with new learning pathway functionality was added. • New Task Force on SDG4Business.	
Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	30%
	Weak	70%

SDG 4 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
4.4	30%	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
4.7	70%	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

Overall Assessment of UNITAR Contribution	**Moderate.** The result areas aligned to SDG 4 have a weak (70 per cent) and moderate (30 per cent) alignment to the goals' indicators. However, there was full achievement of result areas outcomes and outputs, producing 59165 learners and improved online experience of the learners. Therefore, the UNITAR contribution to SDG4 is rated as moderate. The result areas aligned with SDG4 include the UN SDG:Learn platform online learning and CoP, efforts to increased information on UN processes, such as UN budget system and diplomatic affairs; and strengthening of entrepreneurial knowledge, skills, and attitudes to young people.

SDG 5 Gender Equality
Achieve gender equality and empower all women and girls

Number and proportion of results areas to total results areas	3 (2%)	
Results areas achieved	3 (100%)	
Number of learning beneficiary outputs	4646 (partially achieved)	
Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	67%
	Weak	33%

SDG 5 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
5.a	33%	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
5.b	33%	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
5.c	33%	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
Overall Assessment of UNITAR Contribution	**Moderate.** Only a small proportion of UNITAR result areas were aligned to SDG5 (2%), with most of them being achieved. The majority of them present a moderate alignment to SDG5 indicators. Moreover, while the result areas produced a considerable number of learners, this figure was below the target set. Therefore, the UNITAR contribution for SDG5 is rated as moderate. It is worth mentioning that this assessment only considers those results areas for which alignment with SDG5 was indicated in the revised programme and does not consider any other contributions to GEEW indicated by management during this exercise falling under result areas aligned with other SDGs.	

	These result areas focused on training activities on different thematic, such as DRR and entrepreneurial skills, targeting women and with gendered content.

	SDG 7 Affordable and Clean Energy Ensure access to affordable, reliable sustainable and modern energy for all		
Number and proportion of results areas to total results areas	1 (1%)		
Results areas achieved	1 (100%)		
Number of learning beneficiary outputs	1493 (above target)		
Assessment of results area linkage to SDG indicator	**Strong**		100%
	Moderate		0%
	Weak		0%
SDG 7 targets aligned to result area from UNITAR programming			
Target	**% Results Aligned to Target**	**Definition**	
7.a	100%	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.	
Overall Assessment of UNITAR Contribution	**Moderate.** Although the one result area aligned to SDG7 was achieved at its outcome level and output levels, this represents less than one per cent of the total UNITAR result areas, and was therefore rated as moderate. Efforts under this result area are those made by the Global Platform for Action (GPA) of the Division for Peace.		

SDG 8 Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Number and proportion of results areas to total results areas	17 (13%)	
Results areas achieved	15 (2 not funded)	
Number of learning beneficiary outputs	16908 (above target)	
Other outputs	• Training institutions in 9 countries received technical advice and grants. • Needs assessment and consultation on the state of health data availability and management in the country conducted in The Gambia, resulting in a synthesis report, live web maps, and dashboards, as well as a data collection strategy development and implementation. • Consultation meetings with representatives of Rwanda on the state of data health management.	
Assessment of results area linkage to SDG indicator	**Strong**	47%
	Moderate	35%
	Weak	18%

SDG 8 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
8.2	18%	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour intensive sectors.
8.3	24%	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
8.4	6%	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.
8.6	41%	By 2020, substantially reduce the proportion of youth not in employment, education or training.
8.8	6%	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

8.10	6%	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.
Overall Assessment of UNITAR Contribution		**Moderate.** SDG8 contains the second largest number of UNITAR result areas, after SDG16. Excluding two result areas that were not funded, all of the result areas were achieved at the outcome level and produced a large number of learners and other outputs, including advisory and technical services and knowledge products. Nonetheless, 18 per cent of these result areas were assessed as being weakly aligned to SDG8 indicators, and only 47 per cent strongly aligned. Considering this, UNITAR's contribution is rated as moderate. Result areas aligned with SDG8 focus on providing entrepreneurial skills to young people, strengthen individual and institutional capacities for national green development strategies and policy reforms, capacities to government actors to address the challenges of migration, financial inclusion and development, and trade and intellectual property; mainstreaming GEEW into government policy and optimised use of technologies for better decision making.

SDG 9 Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	

Number and proportion of results areas to total results areas	2 (2%)
Results areas achieved	2 (100%)
Number of learning beneficiary outputs	245 (above target)
Other outputs	• Establishment of the UNOSAT knowledge platform. • Use of satellite imagery and geospatial information for implementation of solutions for project monitoring. • Backstopping services and web application solutions using GIS.

Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	0%
	Weak	100%

SDG 9 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
9.a	50%	Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.
9.b	50%	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

Overall Assessment of UNITAR Contribution	**Weak.** While the two result areas aligned with SDG9 achieved all its outcome and output indicators, both were assessed as having a weak alignment to SDG9 indicators. Given the also small percentage of result areas aligned to this SDG, UNITAR contribution to it was assessed as weak. One result area aligned with SDG9 focused on implementation of solution for project monitoring using satellite imagery and geospatial information and the other one is aligned with multiple SDGs, with the weakest alignment to SDG9.

10 REDUCED INEQUALITIES	**SDG 10 Reduced Inequalities** Reduce inequality within and among countries		

Number and proportion of results areas to total results areas	2 (2%)		
Result areas achieved	2 (100%)		
Number of learning beneficiary outputs	122 (below target)		
Assessment of results area linkage to SDG indicator	**Strong**	0%	
	Moderate	50%	
	Weak	50%	

SDG 10 targets aligned to result area from UNITAR programming			
Target	**% Results Aligned to Target**	**Definition**	
10.1	**50%**	By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.	
10.4	50%	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	
Overall Assessment of UNITAR Contribution	**Weak.** 2 per cent of result areas relate to SDG10, presenting a moderate and weak alignment to SDG10 indicators. Despite both result areas having achieved its outcome indicators, achievement of its output indicators was below target. Considering this, the UNITAR contribution is assessed as weak. Programming under these result areas were learning-related, aiming at increasing awareness of creative economy and enhancing knowledge and skills to mainstream GEEW into government policy.		

SDG 11 Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable	

Number and proportion of results areas to total results areas	8 (6%)
Results areas achieved	6 (75%, 2 not funded)
Number of learning beneficiary outputs	22750 (above target)
Other outputs	- Establishment of the UNOSAT knowledge platform. - Needs assessment and consultation in The Gambia on the state of health data availability and management, leading to a synthesis report, live web maps, and dashboards and a data collection strategy. - Consultation meetings with representatives of Rwanda on the state of data health management.

Assessment of results area linkage to SDG indicator	**Strong**	13%
	Moderate	25%
	Weak	63%

SDG 11 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
11.2	17%	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
11.3	32%	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
11.a	17%	Support positive economic, social, and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
11.b	33%	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels.

Overall Assessment of UNITAR Contribution	**Moderate.** 6 per cent of UNITAR result areas were aligned to SDG 11, however, only 13 per cent of them had a strong alignment with SDG13 indicators. Despite this, the result areas achieved its outcomes indicators and reached more learners than initially planned and reached other non-learning related outputs, such as completion of needs assessments and provision of advisory and technical services. The above led rating this goal as moderate. Programming aligned with SDG 11 is diverse and its thematic ranges from DRR to broader knowledge on sustainable development and the SDGs (work with CIFAL centres), cybersecurity and technology, satellite imagery for decision making on DRR, emergency response, planning and monitoring, and health-related issues.

SDG 12 Responsible Consumption and Production
Ensure sustainable consumption and production patterns

Number and proportion of results areas to total results areas	10 (8%)	
Results areas achieved	5 (50%, measurement error for 3)	
Number of learning beneficiary outputs	10649 (above target)	
Number of other beneficiary outputs	26	
Other outputs	- Technical advice and grants provided to training institutions in 9 countries. - Technical Advice to reduce adverse effects of mercury on human health and the environment. - Guidance documents on adverse effects of mercury. - Development of new Tools and Guidance for EU members states for plastic waste. - Generation of e-waste data sets for Lebanon. Bahrain, and Western Balkan States. - Production of the global e-waste monitor 2022. - Publication of 2 regional e-waste monitor. - Maintenance and further improvement of the global waste online data base.	
Assessment of results area linkage to SDG indicator	Strong	100%
	Moderate	0%
	Weak	0%

SDG 12 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
12.1	**10%**	Support positive economic, social, and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
12.4	90%	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

Overall Assessment of UNITAR Contribution	**Moderate.** All result areas aligned with SDG12 (8 per cent) have a strong alignment with the respective indicators. Despite producing learning and other outputs beyond the target, only half of the aligned result areas achieved its outcomes. Considering this, UNITAR contributions to this goal is rated as moderate. Many of the result areas aligned with this goal are research and support-related, aiming at producing products that contribute to improved individual and institutional capacities for national green development strategies, chemicals and waste management and transfer, and treatment of electrical and electronic products.

SDG 13 Climate Action

Take urgent action to combat climate change and its impacts

Number and proportion of results areas to total results areas	9 (7%)
Results areas achieved	9 (100%)
Number of learning beneficiary outputs	349,760 (above target)
Other outputs	• Provision of technical and financial support to develop their national climate change learning strategies. • Strengthening of a regional platform on climate change for West Africa. • 22 new resources on climate change developed. • 4 additional resources available to youth. • 6 tailored learning packages developed for climate vulnerable countries. • Establishment of the UNOSAT knowledge platform.

Assessment of results area linkage to SDG indicator	**Strong**	78%
	Moderate	22%
	Weak	0%

SDG 13 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
13.1	13%	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
13.3	63%	Improve education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
13.a	13%	Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly $100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.
13.b	13%	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

Overall Assessment of UNITAR Contribution	**Strong.** Besides representing 7 per cent of UNITAR results areas, those aligned with SDG 13, also showed a strong or moderate alignment to the goals' indicators. Moreover, all of these result areas were achieved. They also surpassed its learning-related outputs and produced a large number of non-beneficiary outputs. For this, UNITAR's contributions to SDG 13 is rated as strong. Programming under this result area englobe the initiatives delivered under the UN CC:Learn partnership and other efforts to enhanced climate change education, training to delegates to participate in intergovernmental climate change processes, and capacity building activities to enhanced evidence-based decision making for DRR, emergency response, and monitoring and planning by using satellite-derived products.

SDG 14 Life Below Water

Conserve and sustainably use the oceans, sea and marine resources for sustainable development

Number and proportion of results areas to total results areas	2 (2%)	
Results areas achieved	2 (100%)	
Other (non-learning) outputs	• Development of a knowledge hub to support improved ocean management. • Development of a convener's manual and a toolkit, as part of the Blue Action Dialogue.	
Assessment of results area linkage to SDG indicator	**Strong**	50%
	Moderate	0%
	Weak	50%

SDG 14 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
14.a	100%	Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries.
14.c	50%	Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of "The future we want".
Overall Assessment of UNITAR Contribution	**Moderate.** Despite half of the results areas aligned with SDG14 (2 per cent of the total) are weakly aligned to SDG14 indicators, the remainder are strongly aligned, and all achieved its outcome indicators and produced the expected outputs. Therefore, UNITAR contributions to SDG14 is considered moderate. Result areas aligned with SDG14 focused on producing a knowledge hub for ocean management and providing support to design a training toolkit to address fisheries crime.	

SDG 16 Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Number and proportion of results areas to total results areas	47 (37%)
Results areas achieved	44 (100%, 3 not funded)
Number of learning beneficiary outputs	49594 (achieved)
Other outputs	• Revision and expansion of operating frameworks of peacekeeping training centres: Tanzania Peacekeeping Training Centre (TPTC), Ecole de Maintien de la Paix, (EMPABB), Kofi Annan International Peacekeeping Training Centre (KAIPTC). • Coaching provided to 17 Libyan CSOs. • Evaluation of current medical and paramedical services of the FAN. • Strategy and action plan for the upgrade of medical services of FAN. • Development of a training package for gender military advisors validated by DPO. • Development of an online manual in mainstreaming gender in small arms control developed. • Continental results framework guidance toolkit. • Establishment and translation of a knowledge platform. • 172 geospatial derived products delivered. • Mapping products delivered for humanitarian and human rights purposes.

Assessment of results area linkage to SDG indicator	**Strong**	36%
	Moderate	26%
	Weak	38%

SDG 16 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
16.1	17%	Significantly reduce all forms of violence and related death rates everywhere
16.3	2%	Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4	9%	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
16.5	2%	Substantially reduce corruption and bribery in all their forms.
16.6	2%	Develop effective, accountable and transparent institutions at all levels
16.7	13%	Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.8	2%	Broaden and strengthen the participation of developing countries in the institutions of global governance
16.a	47%	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
16.b	4%	Promote and enforce non-discriminatory laws and policies for sustainable development

Overall Assessment of UNITAR Contribution	**Moderate.** While most of UNITAR results areas are aligned with SDG16 (37 per cent), around two thirds of these are moderately or weakly aligned to its indicators. Despite this, all of the result areas were achieved, also achieving its learning and non-learning outputs. Result areas aligned with this SDG produced a large number of not learning outputs. The contrast between high achievement and lack of alignment with the goal's indicators, gives UNITAR contributions in this area a rating of moderate. Result areas aligned with SDG16 are very diverse and targets different target audiences such as government officers, individuals, students, CSOs / NGOs staff, and uniformed personnel. The thematic areas cover nuclear disarmament and non-proliferation, conflict analysis, negotiation, and mediation; peace (and peacekeeping) operations, improved physical and psychological wellbeing of uniformed personnel, the UNSC of peace, institutional strengthening of peacekeeping centres, transitional justice, women's leadership for peace and youth empowerment, arms control, maritime crime, rule of law and elections, arms control initiatives, UN general assembly and security council, rules and procedures, and multilateral conferences; corruption-related matters, understanding of the 2030 Agenda and monitoring the SDGs; and using satellite-derived analysis for human security and human rights issues.

SDG 17 Partnerships for the Goals
Strengthen the means of implementation and revitalize the global partnership for sustainable development

Number and proportion of results areas to total results areas	4 (3%)	
Number of results areas achieved	4 (100%)	
Number of learning beneficiary outputs	126228 (above target)	
Number of other beneficiary outputs	501	
Other outputs	- Development of an SDG Action Plan for Cyprus for 2022-2025. - Development of an SDG monitoring framework for Cyprus. - Guide "SDGs for Civil Servants" - Publication of the report "National SDG Communication Strategy and Related Action Plan". - Development of a convener's manual and a toolkit, as part of the Blue Action Dialogue. - E-version of the Handbook on Statistical Organization with (United Nations Statistics Division) UNSD. - Coaching services provided to citizen scientists. - Production of 2 policy briefs, 7 data sets, and 2 scientific articles by coached citizen scientists. - Support to Maldives to monitor SDG indicators 14.1.b and 14.5.1. - Upgraded interface of UN SDG:Learn platform with community sites. - Establishment of functioning learning pathways on learning platform. - Creation of a new Task Force on SDG4Business.	
Assessment of results area linkage to SDG indicator	**Strong**	75%
	Moderate	25%
	Weak	0%

SDG 17 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
17.9	25%	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to

		implement all the Sustainable Development Goals, including through North South, South-South and triangular cooperation
17.14	50%	Enhance policy coherence for sustainable development
17.18	25%	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, 61 timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

Overall Assessment of UNITAR Contribution	**Strong.** UNITAR contribution to SDG 17 was assessed as strong given the proportion of result areas aligned with this goal, their overall performance in terms of outcome and output indicators (learning and non-learning) and strong alignment of SDG17 indicators to the result areas. These result areas focus on policy coherence, enhanced data analysis for decision making, better compilation and use of data for environment-related SDGs, and constructing adequate learning pathways on sustainable development topics.