



UNITAR/BT/64/xxx

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

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

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

### Strategic Objective 1.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Hiroshima Office (HO)	4	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation <b>LNOB GEEW</b>	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	70 per cent	70 per cent	Survey/ Questionnaire	Training delivered to 890 beneficiaries
New York Office (NYO)	16	Enhanced knowledge and skills on the General Assembly organ of the United Nations <b>LNOB GEEW</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Not applicable	75 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries
Peace-making and Preventive	16	Strengthened knowledge and skills of mid and senior	Percentage of trained fellows who have	92 per cent	75 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 80 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Diplomacy Programme Unit (PMCP)		level diplomats as well as United Nations and regional organization staff in the fields of conflict analysis, negotiation and mediation <b>LNOB GEEW</b>	indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation					
PMCP	16	Strengthened knowledge and skills of mid and senior level African government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation <b>LNOB GEEW</b>	Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	99 per cent	75 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 70 mid and senior officials
PMCP	16	Strengthened knowledge and skills of mid and senior level African and Asian/Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation <b>LNOB GEEW</b>	Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	90 per cent	75 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 35 beneficiaries

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		peacekeepers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations <b>LNOB GEEW</b>	requirements of the training of trainers session  Percentage of male and female commissioned officers successfully meeting the completion requirements of the training session  Percentage of male and female non-commissioned officers successfully meeting the completion requirements of the training session	NM   NM	85 per cent   85 per cent	85 per cent   85 per cent	Internal unit monitoring data   Internal unit monitoring data	2-day training session on UN peace operations delivered to male and female commissioned officers, delivered to 420 beneficiaries  1-day training session on UN peace operations delivered to male and female non-commissioned officers, delivered to 9,000 beneficiaries  Pre-deployment training delivered to police officers prior to deployment to UN peace operations. Training delivered to 1,575 beneficiaries
PTP	16	Improved knowledge, skills and behaviour of male and female medical and para-medical personnel (military and police deployed to the top 5 high-risk UN	Percentage of male and female participants successfully meeting the completion requirements of the training session	85 per cent	85 per cent	85 per cent	Internal unit monitoring data	Training sessions attended by a gender-balanced / military/police-balanced group of medical and para-medical personnel of 80 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
		peace-keeping operations) to address physical and psychological trauma in a gender-responsive manner <b>LNOB GEEW</b>	Percentage of male and female participants indicating an increased confidence in their capacities to address physical and psychological trauma	85 per cent	85 per cent	85 per cent	Internal unit monitoring data	
PTP	16	Enhanced understanding among African countries nominated to be part or being part of UNSC of peace and security issues relevant at the regional level <b>LNOB GEEW</b>	Percentage of representatives attending the High-level Seminar endorsing the final report	100 per cent	80 per cent	90 per cent	Internal unit monitoring data	High-level seminar attended by representatives of African countries nominated to be part or being part of UNSC, Seminar attended by 140 representatives from member countries
PTP	16	Strengthened technical and practical knowledge and expertise of humanitarian stakeholders responsible for the implementation of energy programming in displacement settings <b>[New]</b> <b>LNOB GEEW</b>	Percentage of participants successfully meeting the participation requirements of the workshop	Not applicable	Not applicable	95 per cent	Internal unit monitoring data	Workshops attended by representatives of key humanitarian organisations within and outside of the UN humanitarian response system, including displaced and local host communities. Workshops attended by 900 participants

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
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 <b>LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	80 per cent	85 per cent	Internal unit monitoring data	Pre-deployment training delivered to West African police officers prior to deployment to UN peace operations. Training delivered to 360 beneficiaries
PTP	16	Strengthened capabilities of Gender Military Advisors and Protection Focal Points to integrate a gender dimension at each stage of operational planning process <b>[New]</b> <b>LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training of trainers sessions	Not applicable	Not applicable	85 per cent	Report/LOP	Training of trainers delivered to military officers from Troop Contributing Countries. Training delivered to 80 participants
PTP	16	Strengthened capabilities, motivation and opportunities of military and police personnel from Malaysia to counter terrorism and prevent maritime crimes <b>[New]</b> <b>LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to military and police personnel from Malaysia. Training delivered to 200 participants

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



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

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

PTP	16	Increased accessibility to UN Standard Training Material in languages other than English <b>[New] LNOB GEEW</b>	Percentage of training delivered by MS in languages other than English, based on official translations of UN Standard Training Material	Not applicable	Not applicable	80 per cent	Internal unit monitoring data	Translation of existing UN Standard Training Material in languages other than English
PTP	16	Strengthened capabilities (knowledge and skills) of practitioners to operate effectively in the domain of conflict, peace, and security. <b>[New] LNOB GEEW</b>	Percentage of students successfully meeting the completion requirements of the Master program, within the allocated time.	Not applicable	Not applicable	60 per cent	Other: Collaborative unit and monitoring data	Higher education and modules delivered to adult learners who enrol into the Master Programme. Modules delivered to 100 students.
PTP	16	Strengthened capabilities (knowledge and skills) of practitioners to operate effectively in the domain of electoral policy and administration <b>[New]-LNOB GEEW</b>	Percentage of students successfully meeting the completion requirements of the Master program, within the allocated time	Not applicable	Not applicable	60 per cent	Other: Collaborative unit and monitoring data	Higher education and modules delivered to adult learners who enrol into the Master Programme. Modules delivered to 90 students.
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of key stakeholders in Africa to integrate human rights into early warning data collection and analysis. <b>[New] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training of trainers session.	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training of trainers delivered to representatives of Africa-based Center of Excellence, AUC, RECS, CSOs, NHRIs. Training delivered to 15 beneficiaries. Multiplication trainings delivered by trained institutions with support of UNITAR coaches. Training delivered to 120 participants

PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of key stakeholders in DRC to support the peacebuilding efforts <b>[New]-LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session.	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to 200 representatives of key institutions in DRC.
PTP	16	Strengthened capabilities, motivation and opportunities of military and police personnel from the Gulf of Guinea to counter terrorism and prevent maritime crimes <b>[New] LNOB GEEW</b>	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	Not applicable	85 per cent	Internal unit monitoring data	Training delivered to military and police personnel from the Gulf of Guinea. Training delivered to 1,200 participants

### Assumptions and external factors

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

## Strategic Objective 2.1

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

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Hiroshima Office (HO)	4	Increased capacity to further empower women and youth in diverse sectors including DRR <b>GEEW LNOB</b>	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	70 per cent	70 per cent	Survey/ Questionnaire	Training delivered to 1,670 participants
SDP	3	Strengthened capacity of local and national officials to tackle road safety issues <b>LNOB</b>	Percentage of beneficiaries respondents reporting enhanced awareness and/or skills <b>[RD]</b>	NM	85 per cent	85 per cent	Internal unit monitoring data, Report/LOP	9,500 of beneficiaries reached
SDP	16	Strengthened capacity of government officials to tackle issues related to the fight against corruption <b>LNOB</b>	Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	95 per cent	85 per cent	85 per cent	Survey/ Questionnaire	1,000 beneficiaries reached

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
SDP	11	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics <sup>1</sup> <b>GEEW LNOB</b>	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	NM	85 per cent	85 per cent	Internal unit monitoring data	Training delivered to 150,000 beneficiaries (Global Network of affiliated International Training Centres for Authorities and Leaders)
SDP	3	Improve infant and maternal health and nutrition in target populations <b>GEEW LNOB</b>	Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	Not applicable	85 per cent	85 per cent	Survey/ Questionnaire	Training delivered to 100 beneficiaries
SDP	11	Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs <b>[New] GEEW LNOB</b>	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	Not applicable	85 per cent	Internal unit monitoring data, Report/LOP	Training delivered to 600 beneficiaries
SDP	3	Improved capacity of stakeholders to address harmful use of alcohol <b>[New] LNOB</b>	Number of projects evaluated with positive results	Not applicable	Not applicable	5	Report/LOP	Assessment of programmes addressing harmful use of alcohol
SDP	2	Strengthen knowledge and awareness of women about optimal breastfeeding practices <b>[New] GEEW LNOB</b>	Number of women completing the training on breastfeeding practices	Not applicable	Not applicable	500	Survey/Questionnaire	Training delivered to 500 beneficiaries

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
SDP	8	Strengthened knowledge, awareness and/or skills among local authorities/actors on entrepreneurship [New] <b>GEEW LNOB</b>	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	Not applicable	85 per cent	Survey/Questionnaire	Training delivered to 400 beneficiaries

### Assumptions and external factors

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

## Strategic Objective 2.2

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
New York Office (NYO)	4	Raise awareness of the synergies between music and development <b>GEEW LNOB</b>	Percentage of diplomatic corps beneficiaries agreeing their understanding of arts, culture and diplomacy has increased <b>[RD]</b>	Not applicable	Not applicable	90 per cent	Survey/ Questionnaire	Training delivered to 100 beneficiaries
NYO	16	Increased knowledge on United Nations Rules and Procedures <b>GEEW LNOB</b>	Percentage of Qatari Delegates agreeing their understanding of the United Nations system has increased <b>[RD]</b>	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 12 beneficiaries
NYO	4	Strengthened knowledge and skills on leadership,	Percentage of beneficiary respondents agreeing or	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 8 beneficiaries



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment <b>[New] GEEW LNOB</b>	strongly agreeing that their knowledge and awareness on the subject matter have increased					
NYO	4	Enhanced skills on conflict resolution, negotiation and mediation <b>[New] GEEW LNOB</b>	Percentage of beneficiary respondents who confirmed their negotiation skills have increased	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 8 beneficiaries
NYO	4	Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and other organs of the United Nations <b>[New] GEEW LNOB</b>	Percentage of participants replying they have increased their awareness of the United Nations Resolution for the QCPR and its process	Not applicable	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 8 beneficiaries
Multilateral Diplomacy Programme Unit	16	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State	Percentage of beneficiary respondents who confirm having met learning	85 per cent	75 per cent	75 per cent	Survey/Questionnaire	Training delivered to 1,668 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
(MDP) and NYO		delegates at venues with the UN maintain a significant presence <b>GEEW LNOB</b>	objectives mostly or fully					
MDP	4	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment <b>GEEW</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	84 per cent	75 per cent	75 per cent	Survey/Questionnaire	Training delivered to 3,672 beneficiaries
MDP	16	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences <b>GEEW</b>	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	85 per cent	75 per cent	75 per cent	Survey/Questionnaire	Training delivered to 980 beneficiaries
MDP	16	Enhanced skills on conflict resolution, negotiation and	Percentage of beneficiary respondents who confirmed their	Not applicable	Not applicable	75 per cent	Survey/Questionnaire	Training delivered to 260 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		mediation <b>[New] GEEW</b>	negotiation skills have increased					
MDP, NYO	16	Enhanced knowledge and skills for newly graduated college students on the United Nations <b>GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Not applicable	75 per cent	75 per cent for MDP	Survey/ Questionnaire	Training delivered to 624 beneficiaries

### Assumptions and external factors

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

## Strategic Objective 2.3

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

		<b>[New] GEEW LNOB</b>	research activities under this Project			1	Report/LOP	<p>research courses on NCD prevention and control, global health, digital health, capacity building and other programming needs</p> <p>Increase the capacity for the implementation of innovative and modern national health information systems</p> <p>Increase the capacity to operate with modern digital data collection and analysis system including the use of artificial intelligence</p>
NDC	3	Expansion and support to multi-stakeholder partnerships <b>[New] GEEW LNOB</b>	Number of active partnerships built and/ or strengthened in support of the Project activities	Not applicable	Not applicable	2	Report/LOP	<p>Build on the convening power of the United Nations and Project partners to support the development and promotion of innovative solutions and approaches for improved NCD care, digital health, and capacity building initiatives</p> <p>Develop and strengthen partnerships with national and international health organisations involved in the production and use of data and health innovation.</p>
NDC	3	Increased resources and sustainable financing <b>[New] GEEW LNOB</b>	Number of successful proposals developed to support the Project activities	Not applicable	Not applicable			Work with partners and consortiums to develop successful funding and project proposals to increase funding for NCD prevention and control,

						1	Report/LOP	digital health, and capacity building activities  Build national capacities for developing and strengthening sustainable financing solutions for health programmes.
Social Development Programme Unit (SDP)	3	Increased capacity of stakeholders in dengue prevention and management <b>[New] LNOB</b>	Percentage of beneficiaries who have agreed that their awareness and understanding of dengue prevention and management has increased	Not applicable	Not applicable	70%	Survey / questionnaire	Training delivered to 300 beneficiaries
SDP	3	Increased capacity of stakeholders in plasma collection and supply practices <b>[New] LNOB</b>	Percentage of beneficiaries who have agreed that their awareness and understanding of sustainable plasma collection and supply has increased	Not applicable	Not applicable	70%	Survey / questionnaire	Training delivered to 500 beneficiaries
SDP	3	Strengthened understanding and increased capacity of value-based healthcare approaches and patient-reported outcome measurements <b>[New] LNOB</b>	Percentage of beneficiaries who have agreed that their awareness and understanding of value-based healthcare has increased	Not applicable	Not applicable	70%	Survey / questionnaire	253 beneficiaries reached.  MoU concluded with the Turkish Ministry of Health  Implementation in Turkey

## **Assumptions and external factors**

The Institute is expected to achieve the expected results on the assumption that funding to support activities is secured in accordance with expectations, and that beneficiaries, international partners and donors value the services of the Institute. It is assumed that health institutions will recognise the clear relationship between COVID-19 mortality and non-communicable diseases and allocate resources to focus on NCD management and care throughout the COVID-19 pandemic.

### Strategic Objective 3.1

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

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



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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								document of the first NDC assessment study  Flyers, posters and kakemonos on the NDC assessment study results  2 dissemination workshop
GCP	13	The capacity of education and training institutions is enhanced to design and implement climate learning education that is country-driven, gender sensitive, inclusive, and integrates longer-term climate change learning objectives to education plans <b>GEEW LNOB</b>	Number of beneficiaries accessing country-driven, gender sensitive, inclusive climate change learning <b>[New]</b>  Number of civil servants accessing country-driven, gender sensitive, inclusive climate change learning <b>[New]</b>  Number of national institutions involved in skills assessments for inclusive and green economy climate change learning <b>[New]</b>	Not applicable  Not applicable  Not applicable	Not applicable  Not applicable  Not applicable	1,000  30+  1	Report/LOP  Report/LOP  Report/LOP	2 national events on the integration of climate change into school curricula and education system held  6 new tools and resources on climate change developed  Three face-to-face workshops on climate change adaptation  A three-module e-learning course on climate change adaptation

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								Training delivered to 50 beneficiaries
Green Development and Climate Change Programme Unit (GCP)	13	Youth have identified ways to use knowledge, information and skills and make practical applications that promote climate change in their context <b>GEEW and LNOB</b>	Percentage of young people participating in UN CC:Learn activities that report having made a practical application of the knowledge acquired	Not applicable	Not applicable	70 per cent	Report/LOP	2 TEDx events organized
			Percentage of young people participating in national climate change and green economy activities that report having made a practical application of the knowledge acquired	Not applicable	Not applicable	70 per cent	Report/LOP	1 radio/TV programmes on climate change with a youth focus delivered 42 Youth Climate Dialogues organized 2 climate change learning resources made available to youth Training delivered to 50 beneficiaries One training developed and delivered to journalists in Zambia. Learning needs assessment completed in at least three public sectors: energy,

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>agriculture and forestry.</p> <p>Capacity building and support to innovation hubs/accelerator and labs/incubators to promote green business and ensure readiness of start-ups and SMEs to access funds supporting the green transitions.</p> <p>Skills assessment to identify levels of understanding of the relationship between business activity, climate change and green transitions, as well as the corporate policies and approaches towards green industry and jobs.</p> <p>One action plan developed after skills assessment.</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								Assess the existing training institutional capacities to deliver learning on green economy issues.
Green Development and Climate Change Programme Unit (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.	Percentage of citizens and professionals participating in UN CC:Learn activities that report taking climate action or making climate-friendly decisions <b>[New]</b>	Not applicable	Not applicable	70 per cent	Report/LOP	4 exchange events on climate change for professionals organized through alumni network
			Number of certificates <b>[New]</b>	Not applicable	Not applicable	150,000	Report/LOP	2 editions of the Climate Classroom delivered
			Percentage of professionals participating in climate change and green economy policy activities that report taking climate action or making climate-friendly decisions <b>[New]</b>	Not applicable	Not applicable	70 per cent	Report/LOP	4 exchange events on climate change for the global public organized through alumni network  Learning delivered to 250,100 beneficiaries  12 e-learning modules on REDD+ in Portuguese

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								5 tailored learning modules for WFP staff developed  3 UNFCCC courses hosted on the UN CC:Learn e-learning platform through the UN CC:Learn affiliation programme
GCP	8	Individual and institutional capacities for national green development strategies and policy reforms strengthened <b>GEEW</b>	Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration  Number of people trained	8  Not applicable	4 more  1,000	2 more  400+	Partner reports  Partner reports	2 additional online courses designed and delivered in collaboration with key PAGE partners  Technical advice and grants provided to national or regional training institutions in 2 new countries  5 e-learning modules on Reducing CO2 Emissions from Civil Aviation

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								1,000 beneficiaries trained
GCP	14	Increased knowledge of key stakeholders of equitable sharing of benefits from genetic resources in accordance with international legal regimes <b>[New]</b> <b>LNOB</b>	Number of knowledge hubs for the demonstration of Ocean Management developed under use	Not applicable	Not applicable	10	Survey/Questionnaire	KTP user manual finalized and launched  Communities of practice setup and launched.  One e-course on art based approaches in ocean governance finalised and launched.  Exit strategy finalised and launched.
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 <b>[New]</b> <b>GEEW</b>	At least 1 training event developed with FAO and UNESCO <b>[New]</b>	Not applicable	Not applicable	1	Report/LOP	Training delivered to 20 beneficiaries

**Assumptions and external factors**

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



## Strategic Objective 3.2

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Chemicals and Waste Management Programme Unit (CWM)	12	Increased access to and awareness of key tools to improve national capacity for sound chemicals management <b>GEEW LNOB</b>	Percentage of policy maker/ stakeholder respondents affirming that access has increased via the IOMC Toolbox	Not applicable	50 per cent	30 per cent	Survey/Questionnaire	Training delivered to 1,705 beneficiaries
			Number of awareness raising materials and tools on Chemicals and waste developed	Not applicable	5	5	Other	
			Number of people trained on the main MEAs	Not applicable	Not applicable	50	Survey/Questionnaire	
			Number of online courses to raise awareness of	Not applicable	Not applicable	5	Other	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
			Chemicals and Waste  Number of people trained on GHS  Number of training materials developed on GHS	Not applicable  Not applicable	Not applicable  Not applicable	500  10	Report/LOP  Report/LOP	
CWM	12	Improved national capacities to implement chemicals and waste management conventions, including capacity to reduce POPs, and capacity to mobilize financial resources <b>LNOB GEEW</b>	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements  Number of people trained on reducing UPOPs emissions <b>[New]</b>	3  Not applicable	4  Not applicable	1  150	Survey/Questionnaire  Report/LOP	Training delivered to 350 stakeholders

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
CWM	12	Increased access to and awareness of key tools to improve national capacity for treatment of electrical and electronic products <b>[New] LNOB GEEW</b>	Number of stakeholders trained on PCB management related issues	Not applicable	Not applicable	80	Report/LOP	Training delivered to 180 beneficiaries
			Number of training materials developed	Not applicable	Not applicable	5 key tools	Report/LOP	
CWM	12	Improved national capacities to implement chemicals and waste management regimes, including capacity to reduce POPs, and capacity to mobilize financial resources <b>[New] LNOB GEEW</b>	Number of multi-stakeholder coordination mechanisms in place	Not applicable	Not applicable	2	Internal unit monitoring data, Report/LOP	Training delivered to 90 beneficiaries
SCYCLE	12	Improved national capacities to implement chemicals and waste management	Number of countries preparing a strategy to manage chemicals and hazardous	Not applicable	Not applicable	10	Report/LOP	60 reports national e-waste monitors produced

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		regimes, including capacity to reduce POPs, and capacity to mobilize financial resources <b>LNOB GEEW</b>	chemicals under the international conventions and other agreements <b>[New]</b>  Research papers, policy briefs and monitors developed <b>[New]</b>	Not applicable	Not applicable	12	Report/LOP	
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities as regards the production, usage and final disposal of ubiquitous goods <b>LNOB GEEW</b>	Research papers, policy briefs and monitors developed  Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements <b>[New]</b>	Not applicable	Not applicable	22	Report/LOP	Advisory services for the partners  Development of at least one additional Regional E-waste Monitor  Development of the next Global E-waste Monitor 2022
				Not applicable	Not applicable	16	Report/LOP	Finding the awareness about the challenges and opportunities of e-waste and the skills to collect and improve national, regional and world-wide e-waste statistics.  Generation of e-waste data sets for e.g.

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
								<p>Lebanon, Bahrain, Balkan states etc.</p> <p>Maintenance and further improvement of the globalewaste.org online data base</p> <p>New Tools and Guidance for EU members states for plastic waste Maintenance and further improvement of the globalewaste.org online data base</p> <p>Scientific leadership of a research project on criminal shipment of wastes</p> <p>Online training on E-waste statistics and legislation assessment framework</p> <p>Training delivered to 75 beneficiaries</p>
SCYCLE	12	Increased access to and awareness of key tools to improve national capacity for treatment of electrical and	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international	Not applicable	Not applicable	2	Report/LOP	Training delivered to 2 stakeholder beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		electronic products <b>LNOB GEEW</b>	conventions and other agreements					
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management <b>[New] LNOB GEEW</b>	Number of multi stakeholder coordination Mechanisms in place	Not applicable	Not applicable	2	Report/LOP	Training delivered to 12 stakeholder beneficiaries
			Research papers, policy briefs and monitors developed	Not applicable	Not applicable	2	Report/LOP	
			Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	Not applicable	Not applicable	2	Report/LOP	

### Assumptions and external factors

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

### Strategic Objective 3.3

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

### Assumptions and external factors

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

## Strategic Objective 4.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Hiroshima Office (HO) and PFTPU	2	Digital upskilling and reskilling for women and youth to enhance employability and livelihood development <b>GEEW LNOB</b>	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	86 per cent	70 per cent	70 per cent	Survey/Questionnaire	Training delivered to 3,250 beneficiaries
HO and PFTPU	2	Accelerated private sector development through enhanced transferable skills of women and youth, including entrepreneurial skills, knowledge	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 1,100 beneficiaries



Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		and attitudes <b>GEEW LNOB</b>	learning methodologies [New]					
New York Office (NYO)	4	Increased understanding of the United Nations Budget System [RD] <b>GEEW LNOB</b>	Percentage of 5th Committee delegates agreeing their awareness of the work for the 5th committee has increased [RD]	Not applicable	Not applicable	75 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries
Public Finance and Trade Programme (PFTP) and HO	2	Inclusive Entrepreneurship through enhanced transferable skills of women and youth, including entrepreneurial skills, knowledge and attitudes <b>LNOB GEEW</b>	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Not applicable	70 per cent	70 per cent	Survey/Questionnaire	Training delivered to 14,589 beneficiaries
			Percentage of youth attending learning events who confirm	Not applicable	Not applicable	70 per cent	Survey/Questionnaire	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
			learning objectives were mostly of fully met					
PFTP	8	Enhanced knowledge and skills of trade, finance and related trade-/finance-sector stakeholders on poverty reduction, food security, debt management and prudent financial management, governance, anti-corruption/ anti-money laundering, financial inclusion, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development <b>GEEW and LNOB</b>	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Not applicable	Not applicable	70 per cent	Test results	Training delivered to 8,000 beneficiaries

**Assumptions and external factors**

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

## Strategic Objective 5.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Social Development Programme Unit	16	Optimised use of technologies for better decision making <b>[New]</b> <b>LNOB</b>	Number of countries implementing new innovative solutions to improve health data collection and analysis	Not applicable	Not applicable	2	Internal unit monitoring data	Training delivered to 400 beneficiaries
United Nations Satellite Centre (UNOSAT)	13	Increased skills and capacity to use satellite derived mapping and GIS for planning, decision making, and policy development for the purposes of promoting international development, climate action, health, or education, human rights	Percentage of response to eligible backstopping requests <b>[New]</b>	Not applicable	Not applicable	100 per cent	Internal unit monitoring data	Ad hoc technical backstopping provided to a minimum of 8 national and regional partners
			Percentage of training participants that successfully meet learning objectives	Not applicable	75 per cent	70 per cent	Internal unit monitoring data, Training reports, EMS	Training delivered to 120 beneficiaries 16 awareness raising events
			Percentage of awareness raising attendees	Not applicable	Not applicable	70 per cent	Internal unit monitoring data, Training reports, EMS	Ad hoc technical backstopping provided to a minimum of 8 national and regional partners

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		protection, human security, and the promotion of peace and justice <b>[RD]</b> <b>GEEW LNOB</b>	that agree or strongly agree that the event contributed to their understanding of how geospatial data can support the work of their organizations <b>[New]</b>					
UNOSAT	13	Improved decision making through enhanced analyses and maps available to support decision making for humanitarian assistance in the context of disasters <b>[New]</b> <b>GEEW LNOB</b>	Percentage of surveyed stakeholders agreeing that the products provided were useful for decision making in humanitarian assistance	Not applicable	Not applicable	70 per cent	Internal unit monitoring data	40 geospatial products delivered to support humanitarian assistance
UNOSAT	13	Improved decision making through shared geospatial data, enhanced analyses and maps available to support decision making for the purposes of climate action, international development,	Percentage of surveyed stakeholders indicating that they have an understanding of the possible risks and vulnerabilities of infrastructure	Not applicable	Not applicable	70 per cent	Internal unit monitoring data, Training reports, EMS	12 analytical documents (briefs, sector assessments, guidelines, recommendations, etc.) delivered

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
		protection of cultural heritage, and promotion of health or education <b>[New] GEEW LNOB</b>						
UNOSAT	11	Improved decision making through shared geospatial data, enhanced analyses and maps to support decision making for humanitarian assistance in the context of disasters <b>[New] GEEW LNOB</b>	Percentage of surveyed stakeholders agreeing that the products provided were useful for decision making in humanitarian assistance in the context of disasters	Not applicable	Not applicable	70 per cent	Internal unit monitoring data	160 geospatial products delivered to support humanitarian assistance in the context of disasters
UNOSAT	16	Improved decision making through shared geospatial data, enhanced analyses, and maps available to support decision making for the purposes of human rights protection, human security, and the promotion of peace and justice <b>[New] GEEW LNOB</b>	Number of stories (impact stories, case studies) published featuring the impact of UNOSAT activities on decision making for the purposes of human rights protection, human security, and the promotion of	Not applicable	Not applicable	2	Internal unit monitoring data	60 geospatial products delivered to support decision making for the purposes of human rights protection, human security, and the promotion of peace and justice  10 geospatial products delivered to support decision making for the purposes of human rights protection, human security, and the promotion of peace and justice  Sharing minimum of 50 satellite images per year

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
			<p>peace and justice</p> <p>Percentage of eligible requests for support met</p> <p>Percentage of surveyed stakeholders agreeing that UNOSAT has positively contributed to informed decision making for the purposes of human rights protection, human security, and the promotion of peace and justice</p>	<p>Not applicable</p> <p>Not applicable</p>	<p>Not applicable</p> <p>Not applicable</p>	<p>90 per cent</p> <p>70 per cent</p>	<p>Internal unit monitoring data</p> <p>Internal unit monitoring data</p>	<p>with a minimum of 5 different UN agencies and programs</p>

UNOSAT	13	Enhanced cooperation with partners through the provision of tailor-made solutions for leveraging geospatial information in decision-making <b>GEEW LNOB</b>	Percentage of surveyed stakeholders agreeing that solution provided was useful for decision making	Not applicable	Not applicable	70 per cent	Internal unit monitoring data, Training reports, EMS	8 solutions developed for leveraging decision making for the promotion of sustainable development
			Percentage of surveyed stakeholders agreeing that the products provided were useful for decision making in humanitarian assistance in the context of disasters	Not applicable	Not applicable	70 per cent	Internal unit monitoring data	1 solution developed for leveraging decision making for the promotion of sustainable development
			Percentage of surveyed stakeholders agreeing that UNOSAT has positively contributed to decision making for peace and security	Not applicable	Not applicable	70 per cent	Internal unit monitoring data	1 solution developed for leveraging decision making for the promotion of peace and security

### Assumptions and external factors

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



## Strategic Objective 5.2

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Target)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030 Programme Unit (Agenda 2030)	17	Improved access to relevant and effective e-learning for all <b>[New] GEEW LNOB</b>	Share of polled e-learning participants finding the learning services relevant and effective	Not applicable	Not applicable	70 per cent or more	Survey/Questionnaire	Training delivered to 5,000 beneficiaries  30,000 registered UNSDG:Learn users reached
Agenda 2030	17	More effective global knowledge sharing and outreach through UNSDG:Learn and other networks <b>[New] GEEW LNOB</b>	Share of polled UNSDG:Learn users evaluating the learning content featured on the Platform as relevant and effective	Not applicable	Not applicable	70 per cent or more	Survey/Questionnaire	700,000 or more UNSDG:Learn users reached  1-2 policy briefs or publications
Agenda 2030	17	Strengthened capacities of change agents with high	Share of participants reporting relevance and effectiveness of training	Not applicable	Not applicable	70 per cent or more	Survey/Questionnaire	Training delivered to 280 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Target)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		leverage to promote change towards SDGs across systems and institutions <b>[New] GEEW LNOB</b>						
Agenda 2030	17	Strengthened capacities of national institutions in pilot countries to work towards SDGs in an integrated and evidence-based manner and reflecting LNOB principle <b>[New] GEEW LNOB</b>	Key stakeholders reporting 1-2 institutional changes or strengthened national capacities	Not applicable	Not applicable	1-2 per country	Other: Interviews	2 pilot countries Training delivered to 120 beneficiaries

### Assumptions and external factors

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

## Strategic Objective 5.3

SO5. Support the indivisible and integrated nature of the 2030 Agenda				5.3 Strengthening the transformative power of digital technology and connectivity				
Activities under this sub-objective will strengthen the capacities of training-related institutions, particularly those located in developing countries, to design and implement outcome-based learning in technical and vocational skills and lifelong-learning opportunities.								
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2018-2019 (Actual)	Performance Measure 2020-2021 (Target)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
New York Office (NYO)	16	Increased understanding of the 2030 Agenda <b>GEEW LNOB</b>	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Not applicable	75 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 200 beneficiaries

## FUNCTIONAL OBJECTIVES (FO)

### Functional Objective 1

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
Office of the Executive Director (OED)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate results	Percentage of corporate key performance indicators achieved within 80 per cent of target	80 per cent	80 per cent	80 per cent	Other: KPI internal monitoring data	Key performance indicators formulated and monitored (PPME) to promote the implementation of strategic priorities
OED	Strengthened alignment to Leave No One Behind principles of 2030 Agenda <b>[NEW]</b>	Percentage of beneficiaries from special situation countries	Not applicable	Not applicable	35 per cent	Internal monitoring data	LNOB Fund Management
OED	Strengthened UNITAR coherence with UN country programming <b>[NEW]</b>	Number of projects/initiatives aligned with/supporting UNSDCF's	Not applicable	Not applicable	5	Internal monitoring data	LNOB Fund Management
OED	Effective implementation of decisions / recommendations	Percentage of Board of Trustees recommendations implemented	80 per cent	80 per cent	80 per cent	Internal monitoring data and report	Reports produced of the Board of Trustees and subsidiary body sessions Reports of regular management meetings

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
	of oversight and governance bodies	within specified timeline					Internal policies developed and application effectively monitored
		Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	78 per cent (2018 audit)	100 per cent	100 per cent	Report	Development/revision and implementation of policies and related actions to implement Board decisions/recommendations

### Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding and staffing to support activities are secured in accordance with expectations and programme budget targets; that Board of Trustees provides the needed oversight, support and guidance; and that the Leave No One Behind Fund is funded through operational reserve and other resources.

## Functional Objective 2

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

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
							<p>One Programme Performance Report (2022-2023);</p> <p>Draft report of the Secretary-General on UNITAR (2025),</p> <p>One SDG alignment exercise;</p> <p>Two UNSWAP evaluation and RBM KPIs monitored and reported</p>
PPME	Strengthened self-evaluation function	Percentage of self-evaluations sampled complying with the Evaluation Policy requirements for learning-related programming	Not applicable	90 per cent	90 per cent	Other: review of self-evaluation reports recorded on the Project Tracking Tool	<p>Methodological guidance provided through job aides, templates and coaching</p> <p>Meta-analysis report of self-evaluation undertakings issued</p>
		Percentage of sampled project completion evaluation reports that include findings, conclusions and recommendations	53 per cent	80 per cent	80 per cent	Other: review of project completion evaluation reports recorded on the Project Tracking Tool	Ten independent quality assessments/reviews of programme self-evaluations
PPME	Strengthened independent evaluation function	Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	53 per cent	85 per cent	85 per cent	Other: Independent Evaluation recommendation	<p>Eight independent project evaluations</p> <p>Two independent programme/cluster evaluations</p> <p>Four impact stories developed</p>

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
					85 per cent	tracking tool on Unitarnet	
PPME	Effective knowledge integration and organizational learning	Managers from projects confirming that lessons learned informed the design of future phases of those projects  Percentage of sampled project completion reports with evaluation component that include lessons learned <b>[New]</b>	86 per cent  Not applicable	80 per cent  Not applicable	80 per cent  80 per cent	Survey/Questionnaire  Other: review of self-evaluation reports recorded on the Project Tracking Tool	Repository updated on lesson learned  One knowledge sharing forum on integrating lessons-learned for quality improvement in programming  One good practice document and one guidance document on lessons learned developed

### Assumptions and external factors

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



### Functional Objective 3

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

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

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
FBU	Create and maintain sound Accounting and Financial Reporting System in the new Oracle ERP	No material errors in the Financial Audits	Not applicable	31 May 2023	30 June 2024	Test results	Unqualified Audit Opinions for the Institute's Financial Statements
FBU	New tool to manage programme requests	Number of new tools designed and made available	Not applicable	Not applicable	June 2024	Test results	Travel Tool available for use by Programmes
FBU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Number of processing days to complete DD reviews of programme unit self-assessments upon receipt of complete files	Not applicable	Not applicable	7 days	Test results	Agreement reviewed in PTT as per the standard time
Human Resources Unit (HRU)	Timely workforce profiling and alignment with corporate needs	Number of processing days for issuance of classification advice following request submission	At least 15 days (in accordance with circular AC/UNTAR /2019/16)	At least 15 days	At least 15 days	Other	Classification advice issued for each classified post
		Number of processing days for contract issuance	7 working days	7 working days	7 working days	Other	Proper contractual management

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

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

### Assumptions and external factors

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

## Functional Objective 4.1

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

Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
Office of the Executive Director, Programme Units and, Division for Operations, and Partnerships and Grant Oversight Unit (PGOU)	Increase in income to match programme budget targets	Amount of income mobilized to meet programme budget targets	\$68.10 million	\$73.582 million	\$XX.XXX million	Internal monitoring data provided from ERP	Resource mobilization and partnership engagement (Programme Units)  Review/signatures of donor, IP, procurement and other agreements to enable Programme Units engage in successful mobilization of resources and programming (FBU, HRU, APU, PGOU)  Recording of agreements in centralized repository (PGOU)
Office of the Executive Director,	Increased diversification of funding	Amount of income mobilized through engagement with	n/a	\$10 million	\$10 million	Internal monitoring data	Monitoring of and reporting on partnership and resource

Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
PGOU and Programme Units		UN country programming <b>[New]</b>					mobilization strategic objectives (PRMU)  Strategic engagement with donors for Strategic Framework Funds (OED) and private and business sectors and UN country programming (Programme Units)
		Amount mobilized in softy-earmarked contributions for Strategic Framework Funds	\$3,520,502 (tbc)	\$5,000,000	\$5,000,000	Internal monitoring data	
		Amount of income mobilized through engagement with the private and business sectors <b>[RD]</b>	n/a	10 per cent	10 per cent	Internal monitoring data	

### Assumptions and external factors

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

## Functional Objective 4.2

<b>FO4. Increase and diversify financial resources and partnerships</b>	<b>4.2 Effective and efficient due diligence for risk-informed partner engagement</b>
<p>Strengthened engagement with implementing partners, 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 Grant Oversight 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.</p>	

Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
PGOU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Number of processing days to complete DD reviews of programme unit self-assessments upon receipt of complete files	n/a	10 business days	10 business days	Internal monitoring of data	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships, IT support tool developed to support more effective DD and risk assessment processes and tracking of recommendations, Engagement and knowledge sharing with due diligence and risk assessment focal points across UN system, Reviews of financial agreements in accordance with policy requirements and monitoring of the application of related policy guidelines;
		Percentage of IP agreements supported with DD exercises according to policy requirements	n/a	100 per cent	100 per cent	Internal monitoring of data	
		Percentage of DD related recommendations monitored for implementation	n/a	100 per cent	100 per cent	Internal monitoring of data	



Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of verification	Key output(s)
							Development of new policy guidelines for engagement with the business and private sectors
PGOU	Strengthened oversight of grants to implementing partners  [New]	Level of compliance with assurance guidelines	Not applicable	Not applicable	100 per cent	Internal unit monitoring data	Management of grant assurance function

### Assumptions and external factors

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

## Functional Objective 5

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

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Performance Measure 2024-2025 (Target)	Means of Verification	Key output(s)
CITSU	Improved outreach by email marketing	Open and click rate of internal newsletter	Not applicable	Not applicable	Open rate: 23 per cent Click rate: 45 per cent	Internal unit monitoring data	Regular coordination with communication focal points on content creation  Provision of branded templates for units to follow.

### Assumptions and external factors

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