United Nations Institute for Training and Research

UNITAR/BT/66/3

Programme Budget for the

Biennium 2026-2027

Adopted by the Board of Trustees at its Sixty-Sixth Session

21 November 2025

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List of abbreviations

ACABQ	Advisory Committee for Administrative and Budgetary Questions
Agenda 2030	Agenda 2030 Programme
AI	Artificial Intelligence
ASHI	After Service Health Insurance
BOT	Board of Trustees
CIFAL	International Training Centre for Authorities and Leaders
CWM	Chemicals and Waste Management Programme
DO	Division for Operations
DSC	Direct Support Costs
DSPP	Division for Strategic Planning and Performance
FBS	Finance and Budget Section
GCP	Green Development and Climate Change Programme
GEEW	Gender Equality and Empowerment of Women
GOE	General Operating Expenses
HO	Hiroshima Project Office
HLCM	High Level Committee on Management
HRS	Human Resources Section
IP	Implementing Partner
IT	Information Technologies
IOE	Institutional Operating Costs
IRRF	Integrated Results and Resources Framework
LDC	Least Developed Country
LLDC	Landlocked Developing Country
LNOB	Leave No One Behind
MDP	Multilateral Diplomacy Programme
N/A	Not applicable
NCD	Non-communicable disease
NGO	Non-Governmental Organization
NYO	New York Office
OED	Office of the Executive Director
ODED	Office of the Deputy Executive Director
PGOU	Partnerships and Grant Oversight Unit
PMCP	Peace-making and Preventive Diplomacy Programme
PPME	Planning, Performance Monitoring and Evaluation Unit
PSC	Programme Support Costs
PTP	Peacekeeping Training Programme
SCYCLE	Sustainable Cycles Programme
SDG	Sustainable Development Goal
SDP	Social Development Programme
SG	Secretary-General
SIDS	Small Island Developing States
SO	Strategic Objective
TBC	To Be Confirmed
TFPT	Technology, Finance and Trade Programme
UN	United Nations
UNITAR	United Nations Institute for Training and Research
UNOSAT	United Nations Satellite Centre

List of tables and charts

Introduction

1. The United Nations Institute for Training and Research (UNITAR) is an autonomous United Nations (UN) entity that works to bridge gaps in knowledge and skills through impactful training, research and other learning solutions. UNITAR functions as a project-based and fee-for-service organisation utilising diverse programmes and management units to deliver on its strategic objectives. UNITAR does not receive any allocation from the UN regular budget and therefore its activities are entirely determined by the capability of the Institute to develop projects and fee-for-service engagements and secure the necessary funding for both staff salaries and activities under the leadership of the Executive Director. The type of funding and the specificity of the business processes impact the structure of the Institute and the entire range of its operations.

2. In the absence of a regular budget, the programme budget and the staffing structure are based on projections. There is no assessed budget and therefore no allocation to programmes, and none of the regular posts are fully funded at the time when the programme budget is presented for approval to the UNITAR governing body, the Board of Trustees (BOT).

3. The proposed programme budget for the biennium 2026-2027 is projected at **USD 103.843** million, which is **5.1 per cent** higher than the approved, revised budget for the biennium 2024-2025 of **USD 98.793 million**. The total programmable amount is USD 84.726 million and the total operating expenses is USD 21.329 million, resulting to a total budgeted expenses of USD 106.055 million. The historical data of UNITAR income and expenditure have been updated and provided under **Annex 1**.

4. The proposed programme budget follows a review of the opportunities and challenges faced over the past year, on the planned programming as well as a review of the full costs of staffing, other personnel, operational support and institutional costs for the biennium 2026-2027. The development of the proposed programme budget also coincides with the UN80 Initiative and the significant challenges to the multilateral system and the decline in development funding.

5. The following sections of this proposed budget present an overview of the strategic objectives guiding the Institute's work, explain the budget structure and operating model, outline the approach to cost recovery and the operational reserve, set out staffing and other human resource requirements, and describe the methodology for delivering and reporting on results. Together, these elements demonstrate how UNITAR aligns its financial and human capital to achieve measurable results in support of its mandate and strategy.

2026-2029 Strategic Framework

6. The proposed programme budget is aligned with the proposed 2026-2029 Strategic Framework, which outlines the direction that UNITAR will take to respond to learning and broader capacity development needs. The proposed Strategic Framework, which

is the culmination of 18 months of reflection, consultation and engagement, is guided by four strategic objectives (SOs):

- SO1: Individuals are equipped with the capacities to advance multilateral diplomacy, public sector performance and the SDGs
- SO2: Institutions in developing countries are strengthened to accelerate the achievement of the 2030 Agenda for Sustainable Development and implement the Pact for the Future
- SO3: Countries have strengthened capacities to meet their learning needs and cultivate lasting impact
- SO4: The quality and effectiveness of capacity building efforts are enhanced through shared learning platforms, best practices and research.

7. As a crosscutting objective, UNITAR will promote inclusive empowerment across all four objectives by prioritizing the needs of countries in special situations, as well as women, youth and persons with disabilities, in accordance with the Leave No One Behind (LNOB) principle of the 2030 Agenda.

Budget Structure

8. The proposed programme budget is structured around two major components:

   a. **Programme delivery across four strategic objectives**, ensuring that UNITAR's human and institutional capital is directed toward delivering measurable results in support of the 2030 Agenda and other international plans of action. **Annex 2** contains the budget breakdowns of the 12 programme areas contributing to the four strategic objectives. In the proposed programme budget, the activities under the Strategic Implementation of the Agenda 2030 Programme have been reallocated to the Division for Prosperity and the Division for People.

   b. **Management units** to support the implementation of the programme budget and strategic framework, consisting of:

      (i) the **Office of the Executive Director** (OED) and the **Office of the Deputy Executive Director** (ODED), which includes costs relating to leadership, governance, strategic communications, corporate learning and knowledge solutions, and oversight;

      (ii) the **Division for Strategic Planning and Performance** (DSPP) which includes costs related to partnerships and grant oversight and planning, risk management, and performance monitoring and evaluation; and

      (iii) the **Division for Operations** (DO) which includes administration, human resources, procurement, information technology, finance and budget.

9. The proposed programme budget is based on projected growth across UNITAR's programmes, particularly in the Multilateral Diplomacy Programme, the Social

Development Programme, the Peacekeeping Training Programme, the Technology, Finance and Trade Programme and United Nations Satellite Centre **(Annex 2)**.

10. **Gender**: The proposed programme budget includes the planned contributions to gender equality and empowerment of women (GEEW), using the UN system-wide defined gender markers, with 43 per cent of the proposed programme budget projected to contribute to GEEW in some way (**gender marker 1**), 50 per cent in a significant way (**gender marker 2**), and 3 per cent in a significant way (**gender marker 3**) for a total of 96 per cent of the budget **(Annex 3)**.

11. The proposed programme budget is organized into seven **cost categories** namely: **(i)** knowledge content development **(ii)** direct activities **(iii)** direct activities implemented through grants to implementing partners (IPs), **(iv)** direct activities implemented through pass-through transfers, **(v)** operating activities, **(vi)** direct implementation support costs and **(vii)** programme support costs. Thirty-six per cent of the proposed programme budget is to be spent on knowledge content development, 29 per cent on direct activities and 14 per cent on grants to IPs. (**Annex 4**).

ASHI Liabilities and Funding Plan

12. Based on the recommendations from the UN Controller and approval by the BOT, UNITAR continues to fund the After Service Health Insurance (ASHI) part of the liabilities from the annual investment revenues earned from temporary short-term investments of the cash-pool. The funded position of UNITAR ASHI liabilities has improved over the years, despite an unfavourable actuarial loss of $2.612 million in 2024 (Table 1 below). The actuarial loss was mainly due to the decrease in interest rates, the impact of new active entrants, a change in census data and other experience adjustments.

Table 1: ASHI liabilities and funding plan

Table 1 - ASHI liabilities and funding plan		
Year - as at 31st December	Total ASHI Liabilities - '000 USD	Funded %
2014	7'838	0
2015	6'450	0.40%
2016	6'692	1.10%
2017	8'060	1.60%
2018	8'351	2.80%
2019	16'313	6.70%
2020	17'724	9.90%
2021	18'899	12.00%
2022	15'007	21.00%
2023	19'750	25.70%
2024	23'781	31.60%

13. UNITAR will continue the supplementary funding to the ASHI liabilities and expects to fully fund the ASHI liabilities in about 20 to 22 years, depending on the future actuarial valuations.

Operating Model

14. UNITAR's operating model for the 2026–2027 biennium is designed to ensure that the Institute remains effective, agile and strategically aligned while preparing for the broader UN reforms ahead. It reflects both continuity and adaptation. At its core, the model defines how UNITAR mobilizes, delivers and accounts for resources across its portfolio of projects and fee-for-service engagements. It brings together several elements: the balance between services and donor-funded projects; the governance and management structures that sustain delivery, including the creation of a Deputy Executive Director position; external communication to consolidate messaging and adopt proactive outreach strategies; the use of digital platforms and learning technologies; and the financial and administrative systems that ensure transparency and sustainability.

15. The model also includes five distinct lines of work: learning and skills development, knowledge platforms and systems, advisory and institutional support, collaborative knowledge exchanges and research and geospatial solutions. Through these lines of work, UNITAR maintains consistency with its mandate and mission.

16. The operating model emphasizes coherence and efficiency across the Institute. Geneva headquarters serves as the corporate and operational hub, ensuring governance, oversight and shared services. Representation offices, such as in New York, provide proximity to the diplomatic community and strategic partnerships, while project offices are established for a specific duration when justified by the size and complexity of portfolios. Knowledge and learning expertise is consolidated in a new Learning and Knowledge Unit, and an upgraded communications capacity located in the Office of the Executive Director ensures that the Institute's identity and service offers are consistently visible to partners. With these structural and operational foundations in place, the operating model provides a disciplined framework for resource mobilization and allocation, ensuring that every engagement contributes not only to programme delivery but also to sustaining the institutional backbone. It is against this backdrop that the cost recovery and budgeting policies are applied, ensuring readiness for the system-wide harmonization of support services foreseen in the Secretary-General's Report "Shifting Paradigms: United to Deliver".

17. The operating model also redefines UNITAR's financial foundation. It continues to apply the harmonized cost classification, while also serving as a preparatory step for the future UN-wide back office and unified service platforms envisaged in the Secretary-General's Report "Shifting Paradigms: United to Deliver". Resource allocation follows a results-based budgeting approach anchored in the strategic objectives. Budgets are prepared using activity-based costing and follow HLCM classifications: direct costs (fully attributable to a project or service), fixed indirect costs (institutional functions such as governance, leadership, and systems), and

variable indirect costs (shared support functions such as human resources, finance, procurement, IT and legal). These categories are explicitly built into UNITAR's financial model to ensure transparency, equity and sustainability.

18. UNITAR's Strategic Framework, structured around the Agenda 2030 pillars of people, planet, prosperity and peace, as well as multilateral diplomacy, enables the Institute to discharge its mission as the premier training entity of the United Nations, offering and taking to scale cutting-edge learning, training, instructional design and other capacity development services aligned with the global priority of the 2030 Agenda and the SDGs. To execute its core mission, the Institute teams-up with UN system and external partner institutions that are subject-experts to combine policy-prescriptions with cutting-edge training methodologies across all pillars of the agenda.

19. Accordingly, the new organisational structure has been streamlined to centre on this core mission of training and capacity development across the 2030 Agenda pillars, and does away with the sole stand-alone thematic division on NCDs and Digital Health, incorporating capacity development for the health sector and health related issues as a programme under the Division for People. Projects under the Strategic Implementation of the Agenda 2030 programme have been integrated into the Division for Prosperity or the Division for People, depending on their respective thematic areas.

Cost recovery

20. For the 2026–2027 biennium, an adapted cost recovery approach is applied as a transitional measure. It ensures that both direct programme costs and the full range of indirect corporate costs are covered in a transparent and predictable manner and distinguishes between small and large engagements to reduce transaction costs, portfolio fragmentation and increase predictability.

21. The approach incentivizes larger, strategically aligned projects, while ensuring that small, resource-intensive engagements either shift to a fee-for-service basis or carry their true cost of administration. By creating this balance of entrepreneurship and institutional discipline, UNITAR positions itself as a more coherent, competitive and resilient entity. At the same time, it keeps the overall cost recovery logic intact until clearer decisions are made on system-wide harmonization and the merger the United Nations System Staff College into UNITAR, as proposed in the Report of the Secretary-General's Report "Shifting Paradigms: United to Deliver". In this way, the proposed programme budget functions as both a stabilizing mechanism and a preparatory step. It provides predictability and transparency for partners while keeping UNITAR agile enough to adapt to system-wide reforms on unified support services, harmonized cost recovery, and eventual consolidation of UN training entities.

22. UNITAR is implementing transitional measures towards the new cost recovery approach, under which indirect costs will be recovered as follows:
    a. Programme Support Costs (PSC): 7 per cent of programme expenditure

b. Direct Support Costs (DSC):
   - For programme contributions below USD 100,000: 11 per cent of the contribution plus a flat fee of USD 5,000
   - For programme contributions above USD 100,000: 11 per cent of the contribution

23. The Institute's operating expenses are structured into five main segments as described below along with the proposed programme budget, which is inclusive of the Management Units.

Table 2: Management Unit – budget for the biennium 2026-2027 (USD)

Name of the Unit	2026	2027	Total
Office of OED (*)	2'500'139	2'596'903	5'097'042
Division for Strategic Planning and Performance	1'506'915	1'554'847	3'061'762
Division for Operations	5'379'990	5'585'890	10'965'880
Institutional Operating Expenses (IOE)	815'930	733'330	1'549'260
General Operating Expenses (GOE)	328'222	326'722	654'944
Totals	**10'531'196**	**10'797'692**	**21'328'889**

(*) Includes the Office of the Deputy Executive Director and the Learning and Knowledge Unit

24. UNITAR's total operating costs are grouped as "**Indirect"** programme support costs (overheads) and "**Direct"** implementation support costs. **Annexes 5 and 6** provide details of the projected indirect and direct support costs of UNITAR for the biennium 2026-2027.

25. Pursuant to a request from the BOT at its Sixty-Fifth Session, Management is studying cost recovery with a view to addressing issues of transparency, traceability, competitiveness and strict compliance with donors. In light of the evolving context of UN reform, this study is ongoing and Management will update the BOT at its Sixty-Sixth Session.

26. The cost recovery is referred to as "internal transfers" in the proposed budget which will collectively defray the costs of Management Units totalling $21.329 million. In addition to the above cost recovery funds, the Institute also receives a small portion of un-earmarked contributions from donors to its General Fund (**Annexes 5 and 6**).

27. **Update to the Programme and General Fund Expenses: Annexes 7-A and 7-B** provide the update of the expenses from 1st January 2024 to 31st December 2024 and in 2025 (as of 15th September) respectively. For the year 2024, the total expenditure is higher by 8.3 per cent against the approved budget for the year.

28. As at 15th September 2025, the budget implementation for 2025 is at 67.1 per cent. However, it is important to note that the delivery increases during the fourth quarter and is significantly higher than in the previous quarters. Also, most annual costs and invoices for the year are processed during the last quarter of the year. For the year 2025, UNITAR expects to fully deliver the amounts as budgeted.

Table 3: UNITAR - 2026-2027 Proposed budgeted expenses comparison with previous biennia

Biennium	Budgeted Expenses	Actual	% Achieved
2018-2019	55'691	54'085	97%
2020-2021	68'102	73'174	107%
2022-2023	83'311	89'947	108%
2024-2025	97'382	87'815	90%
2026-2027	106'055		

29. The General Fund expenses have slightly increased over the past three biennia in relation to the Institute's growth over the same period (Table 4).

Table 4: General Fund Budget and Expenses - History ('000 USD)

Biennium	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027
Budget	9'028	11'022	12'722	15'692	21'329
Actual Expenses	9'318	10'202	11'285	12'861	
Actual as % of budget	103%	93%	89%	82%	

30. For the year 2025 (as of September 2025 - 9 months), the budget utilization for the General Fund is at 63.1 per cent and for programmes at 68.1 per cent. Overall utilization for the 9 months of the year is at 67.1 per cent (**Annexes 7-C and 7-D**). However, it is important to note that the delivery of UNITAR increases during the fourth quarter and will be significantly higher than the previous quarters. Also, most annual costs and invoices for the year are processed during the last quarter of the year. For the year 2025, UNITAR expects to fully deliver the amounts as budgeted.

Operational reserve

31. The projected operational reserve is 14.25 months of total operating costs for the 2026-2027 biennium. As part of its study on cost recovery (see paragraph 25 above), Management is including the issue of the operational reserve, and will report to the BOT at its Sixty-Sixth Session in November 2025 as requested..

32. **Annex 6** provides the estimates of operational reserves for 2026-2027 in comparison with the actual performance from 2016 to 2024 and the budget for the biennium 2026-2027.

Staffing

33. The UNITAR workforce includes, fixed term and temporary appointments, fellows, individual contractors and consultants and trainees.

34. In the absence of a regular budget to cover staff costs, the budget and the staffing structure of the Institute are based on projections. There is no assessed budget and therefore no allocation to programmes and none of the UNITAR regular posts are fully funded at the time when the budget is presented for consideration and adoption by the BOT. The organisational structure is a projection like the budget and is adjusted continuously depending on the number of projects which materialize throughout the biennium. Approved posts are filled gradually as and when funds become available.

35. Out of the total 119 positions approved by the BOT for the biennium 2024-2025, 9 posts are proposed to be abolished and 12 new posts are budgeted. The total budgeted posts for the proposed biennium budget are thus 122 (**Annex 8-A**).

36. The detail of the staff distribution by Programme is provided in **Annexes 8-B and Annex 8-C**.

37. The 122 proposed budgeted positions for the 2026-2027 biennium include 5 positions for upgrades to meet the increasing complexities and volumes in supporting the delivery of the programmes (**Annex 9**).

38. **Annex 10** provides the revised organization chart with the 122 total budgeted posts for the proposed programme budget (*119 approved posts including 5 upgrades proposed, 9 to be abolished and the 12 new proposed posts for a total of 122 positions*).

39. The number of remunerated **Fellows** and the amount budgeted for the biennium 2026-2027 in relation to the **Regular Staff** is shown in the below table.

Table 5: Fellows and Regular staff budgeted for the biennium 2026 – 2027

Staff category	Budgeted in the current biennium (2024-2025)		Budgeted in the new biennium (2026-2027)	
	Number	USD	Number	USD
Fellows	27	2,383,162	32	4,156,813
Regular Staff	119	41,851,116	122	52,676,720
Total	**146**	**44,234,278**	**154**	**56,833,533**

40. As of 31 December 2024, UNITAR had 91 staff members, and 93 staff members as of 15 September 2025. The breakdown by category is provided in the table below:

Table 6: Gender distribution of UNITAR workforce from 2023 to 15th September 2025

Type of Personnel	Gender	As of 31st December 2023	As of 31st December 2024	As of 15 September 2025
Fixed Term	Female	30	39	42
	Male	35	38	38
	Total	65	77	80
Temporary Postions	Female	6	5	5
	Male	3	8	7
	Total	9	13	12
JPO	Female	2	1	1
	Male	0	0	0
	Total	2	1	1
Fellows	Female	6	4	7
	Male	12	16	15
	Total	18	20	22
Individual Contractors and Consultants	Female	164	179	143
	Male	113	118	93
	Total	277	297	236
Trainees & Collaborators	Female	20	23	15
	Male	14	6	15
	Total	34	29	30
Grand total	Female	228	251	213
	Male	177	186	168
	Total	**405**	**437**	**381**

41. **Annexes 11-A** and **11-B** provide the details of the gender, regional and nationality distribution of the above staff as of 31st December 2024 and as of 15th September 2025, respectively. Further, **Annex 12** also provides the regional and gender distribution for regular staff and remunerated fellows as of 15th September 2025.

42. **Consultants:** As a project-based organisation with a relatively low staff-cost ratio, UNITAR relies on consultants and individual contractors to provide specialized expertise not available among its regular staff. The number and duration of such engagements vary considerably, as projects often require skills beyond core staff competencies, with workloads that are uncertain, time-bound, and subject to peaks and troughs during implementation. Hiring consultants and contractors allows UNITAR to respond flexibly to changing project needs and to fill essential skill gaps in a cost-effective manner, avoiding long-term financial liabilities that could arise from appointing regular staff for highly specialized or temporary functions. This approach enables the Institute to maintain the technical capacity and operational flexibility needed to deliver high-quality training and capacity development, while safeguarding financial sustainability and adhering to sound budgetary practices.

43. The total number of distinct consultants projected and budgeted in the 2024-2025 biennium budget, in comparison to the budgeted in the 2026-2027 biennium, is provided below:

Table 7: Consultants and individual contractors budgeted for the biennium 2026-2027

Year	Distinct number budgeted	USD budgeted
2024	456	13,132,790
2025	270	6,511,708
Biennium total	489	19,644,498
2026	298	8,765,034
2027	254	6,334,203
Biennium total	552	15,099,237

44. Below is the number of consultants and individual contractors actually employed in 2024 and in 2025 (until 15th September) with the gender distribution:

Table 8: Update on gender distribution of consultants and individual contractors

Number of Consultants and Individual Contractors			
Year	Male	Female	Total
2024	410	450	860
2025 Up to 15 September 2025	309	372	681

45. **Annexes 13-A and 13-B** provide the updated gender distribution of the consultants and individual contractors for the year 2024 and for 2025 (15th September), respectively.

46. **Annexes 14-A** and **14-B** provide the details of the grades of the above categories of work force as of 31st December 2024 and as of 15th September 2025, respectively.

Implementation of ACABQ recommendations:

47. A status update on the recommendations of ACABQ in its report AC/2308 dated 11 November 2024, is provided under **Annex 15.**

Results

48. An Integrated Results and Resources Framework (IRRF) provides the architecture for monitoring, measuring and reporting on the implementation of the 2026-2029 Strategic Framework. The IRRF represents an important shift from previous results frameworks that focus primarily on programme level outcomes, by elevating the intended changes to the strategic, organisational level.

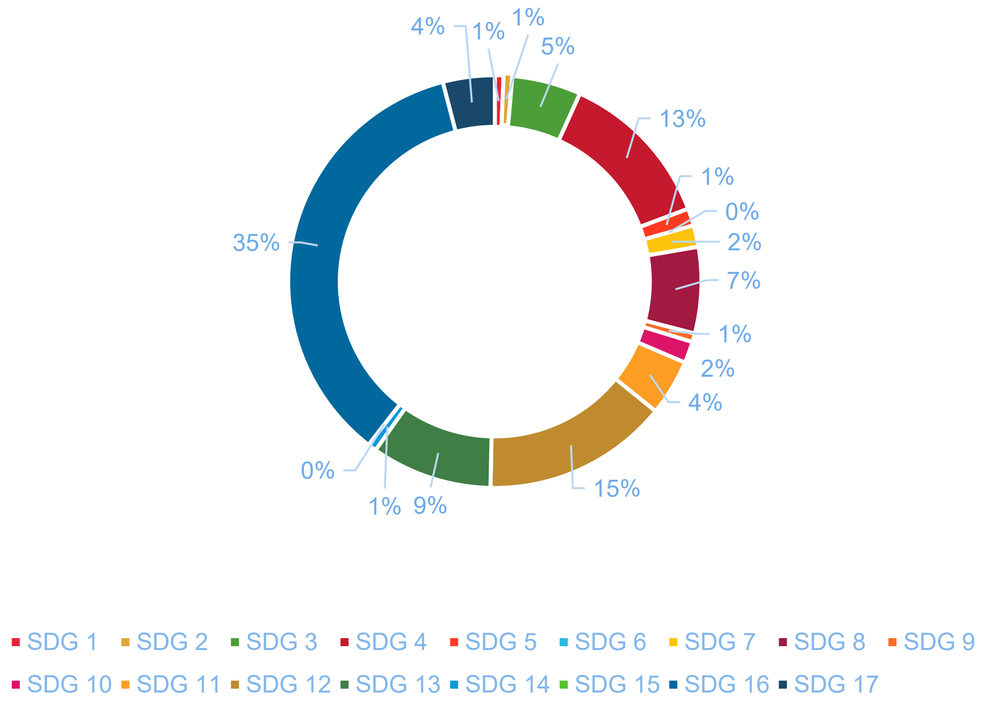
49. The IRRF is aligned with the biennium programme budgets, with indicators to track achievement of the strategic objectives, the key lines of work, with reporting to be undertaken yearly throughout the four-year cycle. Measuring and monitoring on the

implementation of the IRRF will require adjustments to UNITAR's results-based management framework and to systems for monitoring, reporting and accountability. These changes will be introduced during the fourth quarter of 2025 and the part of 2026.

50. The planned results are consistent with Economic and Social Council resolution 2025/11, which encourages UNITAR to continue to grow its programming in alignment with the 2030 Agenda and deepen its beneficiary outreach to respond to learning and related capacity needs, in particular those from the most distressed countries.

51. Given the crosscutting nature of training, research and learning, UNITAR plans to contribute to all of the SDGs (with primary alignment to 15 of the 17 Goals, as shown in Chart 1 below). Thirty-five per cent of the pool of planned projects and fee-for-service engagements are aligned with Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), comprising 54 per cent of the financial resources of the proposed programme budget.

Chart 1: Projects/fee-for-service engagements with primary alignment to the SDGs



<u>Trained beneficiaries</u>

52. Trained beneficiaries continue to be a key output. Over the course of 2026-2027, UNITAR plans to reach more than 294,568 individuals through various types of training and related activities, spread across the four strategic objectives. The breakdown of beneficiary outputs per objective is provided in Table 9 below. Fifty-one

per cent of these beneficiaries are from planned climate change and green development-related online course offerings, and 34 per cent from the Global Network of Affiliated International Training Centres for Authorities and Leaders.

Table 9: Planned training beneficiary by strategic objective

Strategic objective	Planned training beneficiaries
SO1 - Individuals are equipped with the capacities to advance multilateral diplomacy, public sector performance and SDGs	21,577
SO2 - Institutions in developing countries are strengthened to accelerate the achievement of the 2030 Agenda for Sustainable Development and implement the Pact for the Future	165,049
SO3 - Countries have strengthened capacities to meet their learning needs and cultivate lasting impact	106,667
SO4 - Quality and effectiveness of UN capacity-building efforts are enhanced through shared-learning platforms, best practices and research	1,275

Country status and gender

53. UNITAR will continue to work towards achieving its strategic objectives by placing emphasis on strengthening the capacities of beneficiaries from developing countries, representing some three-quarters (74 per cent in 2024) of UNITAR learners. The list of beneficiaries (by country) from learning-related events delivered from 1 January 2024 through 15 September 2025 is provided in **Annex 16.**

54. In accordance with the LNOB principle of the 2030 Agenda, UNITAR places strategic importance on increasing beneficiaries from least-developed countries (LDCs), the landlocked developing countries (LLDCs) and the small island developing States (SIDS) (**Annex 17**). In 2024, learners from countries in special situations increased by 18 per cent, reflecting efforts to address observations and recommendations from the Advisory Committee on Administrative and Budgetary Questions and the UNITAR Board of Trustees to reverse the declining trend from earlier years.

55. The Institute continued to achieve gender balance of its beneficiaries in 2024, with a female to male ratio of 47 to 48. In accordance with its GEEW strategy, UNITAR will continue to emphasize gender and women empowerment in its programming.

Programming developments

56. The proposed programme budget contains various programming developments, the most significant of which are summarized below.

57. Under **SO1**, UNITAR will equip individuals with the capacities to advance multilateral diplomacy, public sector performance and the SDGs by diversifying its geographic focus through the initiation of new projects in the area of maritime security in Africa and Southeast Asia. UNITAR will also train participants on diplomacy, AI, climate change, food security, peace, NCDs, international law, sustainable logistics; deliver training on human rights and on research and innovation that puts justice and equity at the centre of climate policy; organize immersion programmes, school leadership and youth study visits; strengthen youth participation in democratic life; and train participants on advancing innovation in technology and industry, amongst others. Joint master's degrees and related programmes will continue to play an important role.

58. Under **SO2**, UNITAR will strengthen institutions in developing countries to accelerate the achievement of the 2030 Agenda and implement the Pact for the Future. Planned initiatives include strengthening capacities for human rights–based, inclusive and sustainable marine biodiversity conservation and policy integration; enhancing NGO capacity for climate action through sports aiming to leverage the power of sports to communicate and educate about climate change; supporting local institutions engaged in peace efforts; assisting countries in the management of polychlorinated biphenyls; providing training, capacity building and other support in the area of nanotechnology, ethics and sustainability; promoting business formalization and investment facilitation; strengthening investment climate and advancing talent development and cross-sector innovation; fostering research and innovation collaboration on water; and developing a trade information portal. Continued work comprises the initiative on plasma therapies, supporting countries' institutions on chemicals management, disaster risk reduction, climate change and countries' police capacities, amongst others.

59. Under **SO3**, UNITAR aims to strengthen countries' capacities to meet their learning needs and cultivate lasting impact**.** UNITAR will continue its support to peacekeeping and anti-terrorism training institutions, primarily in Africa. Moreover, UNITAR will continue strengthen uniformed women's participation to UN Peace Operations, and strengthen countries' capacities on climate action, green economy, road safety and chemicals management.

60. Under **SO4**, UNITAR aims to enhance the quality and effectiveness of UN capacity-building efforts through shared-learning platforms, best practices and research. UNITAR will continue to work closely with UN partners on peacekeeping, chemicals management, plastic waste, climate change, renewable energy, disaster risk reduction, humanitarian response and food security, including as part of the Data Insights for Social & Humanitarian Action, a multi-partner initiative led by UN Global Pulse, the Secretary-General's Innovation Lab. Satellite imagery based analysis will continue to be delivered to UN partners in the area of peace, sustainable

development and disaster risk management, with more emphasis on prevention, early warning, anticipatory action as well as recovery and reconstruction for informed decision-making. Through its SCYCLE Programme, UNITAR will enable UN partners and Member States to design more effective policies and systems by providing globally recognized data and analysis on the production, use and end-of-life of electronics, batteries, vehicles and plastics, including their content of critical resources. These evidence-based insights will help strengthen regulatory frameworks, accelerate circular economy transitions, improve resource efficiency, and reduce environmental and social impacts linked to resource use and waste. SCYCLE's research will further be transformed into targeted capacity-building and training activities, directly enhancing institutional capabilities and supporting measurable change on the ground.

Management results

61. Turning to the management results, UNITAR will (i) leverage strategic communication to enhance clarity and alignment, reach and engagement, influence and impact; (ii) ensure quality programming is ensured through methodological support, delivery tools, digital platforms, notably through the establishment of the Learning and Knowledge Unit; (iii) strengthen programme design and result-based management to drive evidence-based learning, accountability and improvement; (iv) optimize internal processes and systems to enable efficient, agile and mission-aligned operations; (v) leverage/unlock data, digital and information technology to develop better learning products/excel in the area of learning and enhance internal business processes, including through AI; and (vi) oversight of grants and implementing partners to ensure improved compliance and reduced financial and operational risk.

62. As mentioned above, UNITAR has introduced a new IRRF which provides the architecture for monitoring, measuring and reporting on the achievement of UNITAR's strategic objectives and key lines of work and is presented in **Annex 18** (issued as a separate document) and aligned according to strategic objectives of the Strategic Framework. Performance against the achievement of the strategic objectives and lines of work will be measured on the basis of the indicators and targets and recorded in the biennial programme performance report.

External Factors

63. As referenced in the introduction, the development of the proposed programme budget for the biennium 2026–2027 coincides with a period of changes, marked by ongoing efforts to pivot the United Nations under the UN80 Initiative, significant decreases in funding for development, and geopolitical and economic dynamics that challenge multilateral cooperation and the achievement of the SDGs.

64. The most significant and recurring challenge affecting UNITAR's programming and the achievement of planned results is the ability to mobilize income sufficient to meet budget projections. A range of complex and interconnected external factors—including armed conflicts and protracted crises, humanitarian emergencies, declining development funding and broader financial and economic uncertainty—are expected to continue constraining resource mobilization efforts. These challenges not only affect the delivery of programmes but also have implications for the realization of strategic objectives and the Institute's contribution to helping Member States achieve the SDGs and the 2030 Agenda.

65. The tightly earmarked nature of UNITAR funding, together with donor-imposed conditions and the relatively short duration of projects, limits the Institute's flexibility and constrains its ability to reach those most in need, including beneficiaries from LDCs, LLDCs and SIDS. These funding constraints may hinder UNITAR's capacity to deliver targeted and impactful programmes, potentially affecting progress towards the SDGs and the broader objectives of the 2030 Agenda.

66. Resource requirements related to structural reforms that may be decided as part of the UN80 Initiative are not included in the proposed programme budget.

Annexes

Annex 1: UNITAR Income and Expenditure 2002-2027

Thousands of United States Dollars					
Beinnium	**Initial (Approved) Budget**	**Revised (Approved) Budget**	**Income**	**Expenditure**	**Surplus/(Deficit)**
2002-2003	N/A	N/A	16'603	15'352	1'251
2004-2005	N/A	24'388	29'136	22'525	6'611
2006-2007	33'573	31'576	27'333	27'488	(155)
2008-2009	35'935	43'246	34'172	35'026	(854)
2010-2011	50'764	42'134	42'050	42'622	(572)
2012-2013	44'820	42'576	41'134	41'130	4
2014-2015	46'566	48'534	46'503	49'098	(2'595)
2016-2017	46'825	51'352	51'621	51'899	(278)
2018-2019	57'338	55'691	64'507	54'085	10'422
2020-2021	88'283	68'102	75'391	73'184	2'207
2022-2023	73'580	83'311	86'002	83'448	2'554
2024-2025	91'139	89'571	98'793	97'382	1'411
2026-2027 *			103'843	106'055	(2'212)

* Estimated for the biennium 2026 - 2027

Annex 2: Structure of the Biennium Budget 2026-2027 – by Programme Areas and by Strategic Objectives

Programme Areas	Approved (revised) budget 2024-2025	2026-2027 Budget (Proposed) - USD	Increase/ (Decrease) - USD	SO1 - Individuals are equipped with the capacities to advance multilateral diplomacy, public sector performance and SDGs	SO2 - Institutions in developing countries are strengthened to accelerate the achievement of the 2030 Agenda for sustainable development and the SDGs	SO3 - Robust learning ecosystems are established and scaled to drive sustainable, locally-owned impact	SO4 - Quality and effectiveness of UN capacity-building efforts are enhanced through shared-learning platforms, best practices and applied research	Functional Support	Grand Total
Chemical and Waste Management	3'014'809	3'139'085	124'276	-	935'350	1'988'385	215'350		3'139'085
Green Development & Climate Change	5'572'902	5'421'708	-151'194	2'115'118	1'299'354	1'916'981	90'255		5'421'708
SCYCLE	3'963'365	4'070'421	107'056	-	354'891	724'804	2'990'726		4'070'421
Hiroshima Project Office	9'499'488	4'660'534	-4'838'954	4'660'534	-	-	-		4'660'534
Multilateral Diplomacy	13'015'688	13'477'588	461'900	13'307'588	-	-	170'000		13'477'588
New York Project Office	868'421	1'670'484	802'063	1'670'484	-	-	-		1'670'484
Peace Keeping Training	37'718'000	41'741'355	4'023'355	16'833'138	3'368'650	20'039'568	1'500'000		41'741'355
Peace-making and Conflict prevention	2'228'500	2'297'000	68'500	1'517'000	-	-	780'000		2'297'000
Technology, Finance and Trade	2'250'000	4'211'113	1'961'113	2'548'894	1'365'446	-	296'773		4'211'113
United Nations Satellite Centre	9'442'115	10'794'180	1'352'065	-	3'282'494	-	7'511'686		10'794'180
Social Development	7'357'001	10'248'715	2'891'714	2'329'510	1'952'942	5'966'264	-		10'248'715
Strategic Implementation of Agenda 2030 (*)	1'560'498	-	-	-	-	-	-		-
NCD, Digital Health, and Capacity Building	2'302'558	2'111'137	-191'421	2'111'137	-	-	-		2'111'137
Sub-total	**98'793'345**	**103'843'320**	**5'049'975**	**47'093'402**	**12'559'127**	**30'636'001**	**13'554'789**	-	**103'843'320**
Less Internal Transfers	17'103'475	19'117'337	2'013'862					19'117'337	19'117'337
Sub total (Programmes)	81'689'870	84'725'983	**3'036'113**	47'093'402	12'559'127	30'636'001	13'554'789	19'117'337	84'725'983
Office of OED	1'897'343	5'097'042	3'199'699					5'097'042	
Division for Strategic Planning and Performa	4'713'693	3'061'762	-1'651'931					3'061'762	
Division for Operations	6'867'395	10'965'880	4'098'485					10'965'880	
Institutional Operating Expenses (IOE)	1'552'805	1'549'260	-3'545					1'549'260	
General Operating Expenses (GOE)	661'000	654'944	-6'056					654'944	
Sub total (Management)	15'692'236	21'328'889	5'636'653	-	-	-	-	21'328'889	21'328'889
GRAND TOTAL	**97'382'106**	**106'054'872**	**8'672'766**	**47'093'402**	**12'559'127**	**30'636'001**	**13'554'789**	**21'328'889**	**106'054'872**
% of total				**45%**	**12%**	**30%**	**13%**		**100%**

(*) Projects under "Strategic Implementation of Agenda 2030" have been reallocated to the "Technology, Finance and Trade" and "Social Development" Programmes

Annex 3: Proposed Biennium Budget 2026-2027 - by Programme Units and Gender Markers

	GENDER MARKERS -USD					
Programme Areas/ Gender Markers	**0** - Outputs / Projects that are not expected to contribute noticeably to gender equality	**1 -** Outputs / Projects that will contribute in some way to gender equality but not significantly	**2** - Outputs / Projects that have gender equality as a significant objective	**3 -** Outputs / Projects that have gender equality as principal objective	Grand Total	% of Total
Chemical and Waste Management	196’050	1’131’351	1’811’684	-	**3’139’085**	3%
Green Development & Climate Change	255’350	4’291’666	874’693	-	**5’421’708**	5%
SCYCLE	-	3’318’034	752’387	-	**4’070’421**	4%
Hiroshima Project Office	-	3’834’007	730’393	96’134	**4’660’534**	5%
Multilateral Diplomacy	-	13’274’838	-	202’750	**13’477’588**	14%
New York Project Office	1’217’764	417’020	-	35’700	**1’670’484**	0.5%
Peace Keeping Training	-	1’868’650	37’472’705	2’400’000	**41’741’355**	42%
Peace-making and Conflict prevention	-	-	2’297’000	-	**2’297’000**	2%
Technology, Finance and Trade	-	1’821’400	2’389’713	-	**4’211’113**	4%
United Nations Satellite Centre	2’841’180	7’953’000	-	-	**10’794’180**	8%
Social Development	133’512	5’123’768	4’991’435	-	**10’248’715**	10%
NCD, Digital Health, and Capacity Building	-	2’111’137	-	-	**2’111’137**	2%
Total Programs	**4’643’855**	**45’144’870**	**51’320’010**	**2’734’584**	**103’843’320**	100%
% of Total	**4%**	**43%**	**50%**	**3%**	**100%**	

Annex 4: Proposed Biennium Budget 2026-2027 - by Programme Units and Cost Categories

Programme Areas	Approved (revised) budget 2024-2025	2026-2027 Budget (Proposed) - USD	Increase/ (Decrease) - USD	Knowledge Development	Direct Activities	Direct Activities (Grants-out)	Pass-Through	Operating Activities	Direct implementation support costs (DSC)	Program Support Costs (PSC)	Total
Chemical and Waste Management	3’014’809	3’139’085	124’276	1’176’794	1’275’034	-	-	73’964	407’932	205’361	3’139’085
Green Development & Climate Change	5’572’902	5’421’708	(151’194)	3’788’186	552’519	-	-	70’000	656’312	354’691	5’421’708
SCYCLE	3’963’365	4’070’421	107’056	2’722’462	535’800	-	-	40’000	505’870	266’289	4’070’421
Hiroshima Project Office	9’499’488	4’660’534	(4’838’954)	1’272’582	2’435’460	-	-	78’500	569’097	304’895	4’660’534
Multilateral Diplomacy	13’015’688	13’477’588	461’900	4’223’013	5’378’092	913’200	-	484’673	1’596’899	881’711	13’477’588
New York Project Office	868’421	1’670’484	802’063	-	1’082’712	-	-	173’022	305’465	109’284	1’670’484
Peace Keeping Training	37’718’000	41’741’355	4’023’355	10’705’332	9’856’194	12’666’347	-	995’651	4’787’088	2’730’743	41’741’355
Peace-making and Conflict prevention	2’228’500	2’297’000	68’500	1’206’591	676’949	-	-	-	263’189	150’271	2’297’000
Technology, Finance and Trade	2’250’000	4’211’113	1’961’113	1’684’132	1’450’961	-	-	296’084	504’442	275’493	4’211’113
United Nations Satellite Centre	9’442’115	10’794’180	1’352’065	4’773’744	2’731’057	806’454	-	513’651	1’263’113	706’161	10’794’180
Social Development	7’357’001	10’248’715	2’891’714	3’840’185	4’094’339	185’820	-	235’346	1’222’549	670’477	10’248’715
Strategic Implementation of Agenda 2030 (*)	1’560’498	-	-	-	-	-	-	-	-	-	-
NCD, Digital Health, and Capacity Building	2’302’558	2’111’137	(191’421)	1’570’188	88’944	-	-	72’000	241’893	138’112	2’111’137
Sub-total	**98’793’345**	**103’843’320**	**6’610’473**	**36’963’209**	**30’158’063**	**14’571’820**	**-**	**3’032’891**	**12’323’848**	**6’793’488**	**103’843’320**
Less Internal Transfers	17’103’475	19’117’337	2’013’862						12’323’848	6’793’488	19’117’337
Sub total (Programmes)	**81’689’870**	**84’725’983**		**36’963’209**	**30’158’063**	**14’571’820**	**-**	**3’032’891**	**-**	**-**	**84’725’983**
Office of OED	1’897’343	5’097’042	3’199’699							5’097’042	5’097’042
Division for Strategic Planning and Performance	4’713’693	3’061’762	(1’651’931)							3’061’762	3’061’762
Division for Operations	6’867’395	10’965’880	4’098’485						10’564’014	401’866	10’965’880
Institutional Operating Expenses (IOE)	1’552’805	1’549’260	(3’545)							1’549’260	1’549’260
General Operating Expenses (GOE)	661’000	654’944	(6’056)						654’944		654’944
Sub total (Management)	15’692’236	21’328’889	5’636’653	**-**	**-**	**-**		**-**	**11’218’958**	**10’109’931**	**21’328’889**
GRAND TOTAL	**97’382’106**	**106’054’872**	**8’672’766**	**36’963’209**	**30’158’063**	**14’571’820**	**-**	**3’032’891**	**11’218’958**	**10’109’931**	**106’054’872**
% of total				**36%**	**29%**	**14%**	**0%**	**3%**	**12%**	**7%**	**100%**

(*) Projects under "Strategic Implementation of Agenda 2030" have been reallocated to the "Technology, Finance and Trade" and "Social Development" Programmes

Annex 5: Summary of the Income and Expenditure Projections for the Biennium 2026-2027

		Proposed budget by year		
Details	**Approved (revised) budget 2024-2025**	**2026**	**2027**	**2026-2027 Budget (Proposed) - USD**
Programme Contribution	98'793'346	54'663'524	49'179'796	103'843'320
Programme Expenditure	81'689'871	44'567'450	40'158'533	84'725'983
Cost recovery	**17'103'475**	**10'096'074**	**9'021'263**	**19'117'337**
General Fund expenses:				
Office of OED	1'897'342	2'500'139	2'596'903	5'097'042
Division for Strategic Planning and Performance	4'713'692	1'506'915	1'554'847	3'061'762
Division for Operations	6'867'395	5'379'990	5'585'890	10'965'880
Institutional Operating Expenses (IOE)	1'552'805	815'930	733'330	1'549'260
General Operating Expenses (GOE)	661'000	328'222	326'722	654'944
Total expenditure	**15'692'234**	**10'531'196**	**10'797'692**	**21'328'889**
Cost recovery Surplus / Deficit	1'411'241	(435'122)	(1'776'430)	(2'211'552)
Supplementory Income to the General Fund				
Add unearmarked contribution to General Fund	600'000	230'000	230'000	460'000
Total Supplement to Cost Recovery Gap/Surplus	**600'000**	**230'000**	**230'000**	**460'000**
Net Addition / (Deficit) to Equity during the bienniur	**2'011'241**	**(205'122)**	**(1'546'430)**	**(1'751'552)**

Annex 6: Projection of Operational Reserve for 2026-2027 in Comparison to Biennia 2016-2024 Actuals

		USD '000											
Year		**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025 Budget Revised Proposal (USD)**	**2026 Budget Proposal (USD)**	**2027 Budget Proposal (USD)**
Operational Reserve - Opening Balance		**2'401**	**2'168**	**1'617**	**1'888**	**2'266**	**3'302**	**5'930**	**9'319**	**12'015**	**15'834**	**14'576**	**14'371**
Program Support Costs (PSC) Earned		1'364	1'782	1'690	1'801	2'150	2'688	3'045	3'442	3'837	2'798	3'576	3'217
Direct Implemetation Support Costs (DSC) Earned		2'059	2'157	2'865	2'980	3'689	4'679	5'305	5'246	7'023	4'659	6'520	5'804
Total Cost Recovery		**3'423**	**3'939**	**4'555**	**4'781**	**5'839**	**7'367**	**8'350**	**8'688**	**10'860**	**7'457**	**10'096**	**9'021**
Indirect Costs *		1'260	1'278	1'441	1'400	1'464	1'602	2'119	2'564	2'865	4'634	5'018	5'092
Direct Costs		2'954	3'373	3'170	3'307	3'614	3'522	3'175	3'586	4'304	4'381	5'513	5'706
Total Operating Costs		**4'214**	**4'651**	**4'611**	**4'707**	**5'078**	**5'124**	**5'294**	**6'150**	**7'169**	**9'015**	**10'531**	**10'798**
Cost recovery Surplus/ Deficit		**-791**	**-712**	**-56**	**74**	**761**	**2'243**	**3'056**	**2'538**	**3'691**	**-1'558**	**-435**	**-1'777**
Un-earmarked Funds (IPSAS)		**558**	**161**	**327**	**304**	**275**	**384**	**333**	**158**	**128**	**300**	**230**	**230**
Net addition/ (use) of reserve		**-233**	**-551**	**271**	**378**	**1'036**	**2'627**	**3'389**	**2'696**	**3'819**	**-1'258**	**-205**	**-1'547**
Operational Reserve - -Closing Balance		**2'168**	**1'617**	**1'888**	**2'266**	**3'302**	**5'929**	**9'319**	**12'015**	**15'834**	**14'576**	**14'371**	**12'824**
Operational Reserve - -Closing Equiv. Months		**7.6**	**4.93**	**5.16**	**6.19**	**7.8**	**13.89**	**21.12**	**23.44**	**26.50**	**19.40**	**16.38**	**14.25**

Annex 7-A: Update of the Actual expenses from 1st January 2024 to 31st December 2024 - Month-wise – General Fund

Budget Line/Accounting Period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Acquisition, rental and maintenance of IT equipment and software				2'466	718		3'252	3'880	14'112	1'540		6'813	32'782
Audio visual, printing and production costs			865				457	2'599	100			339	4'361
Audit Fees		60'319							45'516			10'844	116'679
Communication and Audio visual - Acquisition, subscription and usage fees	12'298	(105)	1'386	11'655	1'720	11'342	5'327	2'832	(259)	5'644	(1'414)	(512)	49'913
Consultants & trainees	38'089	56'736	56'048	72'167	61'578	55'527	60'009	41'641	62'709	60'222	53'905	93'569	712'200
Contractual Services - Companies	24'811		(5'483)	65'472	(90)	21'664	26'323	2'258	3'767	65'454	(451)	67'191	270'916
Ex. Gains/Losses	1'074	2'578	962	(1'881)	(819)	28	76	1'082	1'619	1'807	(111)	(3'464)	2'952
Furniture												209	209
Insurance			1'950	225	14'094	36'275	(9'824)	(21'379)	18'300	10'416	9'872	18'915	78'845
Miscellaneous Expenses			600	20				20				1'035	1'675
Reimbursement costs for support services						33'023		42	21'864	3'232	4'280	300'567	363'008
Rental & Maintenance - Premises	(94'394)		111'204	260'274	(1'717)	244'138		274'249	(211'193)	151'087	(56'945)	184'700	861'404
Rental and maintenance of other office equipment					3'712	(34)		3'662	(3'932)	(818)	3'041	1'407	7'037
Staff salaries and entitlements	364'680	334'893	351'628	330'247	344'943	342'477	347'400	401'027	391'297	391'509	459'305	479'111	4'538'518
Supplies including operational maps			2'344			900	710	385		639		1'304	6'282
Travel	4'427		8'538	3'365	3'232	30'069	1'577	1'054	12'781	27'195	4'384	3'488	100'109
Workshops/Trainings/Learning	2'623					2'635			183	2	885	17'672	24'000
Grand Total	**353'606.59**	**454'421.78**	**530'042.93**	**744'011.18**	**427'370.97**	**778'044.64**	**435'306.94**	**713'353.08**	**356'864.85**	**717'928.49**	**476'750.84**	**1'183'187.14**	**7'170'889.43**

Annex 7-B: Update of the Actual expenses from 1st January 2024 to 31st December 2024 - Month-wise – Programmes

Budget Line/Accounting Period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Acquisition, rental and maintenance of IT equipment and software		(22'074)	16'598	65'962	8'344	3'448	25'344	9'499	(1'648)	66'473	10'705	13'712	196'364
Audio visual, printing and production costs	(5'621)	2'018	43'148	85'581	29'858	41'524	16'033	25'220	10'053	42'856	30'493	150'922	472'086
Communication and Audio visual - Acquisition, subscription and usage fees	199'562	1'263	25'302	(99'822)	5'033	5'078	3'341	14'258	10'810	18'216	9'096	(3'693)	188'442
Consultants & trainees	707'312	1'077'846	1'190'383	955'712	1'294'139	976'397	1'229'102	1'195'460	1'208'652	1'460'457	1'385'932	1'836'773	14'518'164
Contractual Services - Companies		786	20'882	21'297	2'266	27'695	21'025	1'638	10'608	25'553	3'891	83'528	219'169
Ex. Gains/Losses	586'071	(22'300)	(304)	(23'767)	(10'350)	3'274	(85)	16'385	32'502	8'681	(22'822)	324'855	892'139
Fellows Salaries	72'933	83'013	93'183	94'885	85'460	100'147	87'498	117'953	80'815	104'510	111'325	161'312	1'193'034
Furniture			5'679		2'255		1'956			2'240	1'846	2'334	16'311
Grants to Implementing partners	(36'674)	21'436	81'620	210'135	61'818	160'586	1'375'425	(58'612)	1'498'415	65'736	228'929	3'013'653	6'622'466
Hospitality/Catering			1'606		143		2'487		461			241	4'939
Insurance	2'521	2'420	28'892	9'076	3'349	9'728	22'428	40'791	3'826	3'312	2'847	5'503	134'693
Miscellaneous Expenses	43	946	5'240	1'982	2'643	6'149	1'478	1'997	2'512	2'191	893	4'711	30'786
Reimbursement costs for support services		132	1'519		627	1'569	512	301	274	4'333	738	6'148	16'153
Rental & Maintenance - Premises	(205'221)	20'389	158'683	23'229	14'147	24'889	39'159	12'368	224'215	221'279	56'887	814'703	1'404'726
Rental and maintenance of other office equipment				96		34			3'932	818		1'684	6'565
Staff salaries and entitlements	971'748	966'587	1'005'999	999'517	1'042'324	1'087'407	1'063'395	1'097'651	1'141'523	1'250'092	1'114'781	1'013'397	12'754'421
Supplies including operational maps	431	2'157	18'418	4'825	10'643	17'249	2'026	2'518	1'692	5'352	189'825	4'325'544	4'580'680
Transport, shipping and handling fees			13	0	0						29'541	14'328	43'882
Travel	112'845	177'692	240'811	129'657	212'345	233'295	165'304	242'971	282'008	328'350	383'580	181'243	2'690'102
Workshops/Trainings/Learning	(62'171)	361'739	536'871	279'644	67'698	177'028	115'096	306'872	238'243	646'020	534'261	1'030'375	4'231'676
Grand Total	**2'343'781.24**	**2'674'050.00**	**3'474'542.12**	**2'758'010.61**	**2'832'741.53**	**2'875'499.28**	**4'171'524.87**	**3'027'270.14**	**4'748'891.85**	**4'256'468.32**	**4'072'745.57**	**12'981'272.59**	**50'216'798.12**

Annex 7-C: Update of the month-wise actual expenses from 1st January 2025 to 15th September 2025 + Forecast for the final months – General Fund

Budget Line/Accounting Period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Acquisition, rental and maintenance of IT equipment and software		29'447	5'147	29'552	1'961	39'798	32'862	1'478		22'718	22'718	22'718	208'400
Audio visual, printing and production costs			125		362	453	213		113		615		1'880
Audit Fees					60'319								60'319
Communication and Audio visual - Acquisition, subscription and usage fees	3'830	6'316	6'800	14'257	11'412	(2'162)	15'447	1'866	4'138	10'028	10'028	10'028	91'987
Consultants & trainees	39'480	57'025	69'455	69'376	81'246	79'573	93'605	68'572	46'272	97'942	127'253	97'940	927'739
Contractual Services - Companies	(23'070)	15'056	(6'541)	35'774	5'925	21'609	18'879	1'664		11'225	11'225	11'225	102'972
Ex. Gains/Losses	(3'825)	(1'918)	(3'450)	3'202	1'964	2'856	4'583	2'048	1'900	1'192	1'192	1'192	10'937
Furniture			1'577					952				1'229	3'758
Hospitality/Catering							341	86			207		634
Insurance			23'489	6'385	9'349	12'652	9'530	22'647		13'616	13'616	13'616	124'900
Miscellaneous Expenses							87		20			52	159
Reimbursement costs for support services					29'983		27'794		2'160			29'127	89'064
Rental & Maintenance - Premises	137'904		(37'136)	291'769	866	(24'631)	3'699	269'498	115	104'012		208'023	954'120
Rental and maintenance of other office equipment	(154)		(333)		3'661	(493)	4'206	(330)		1'062	1'062	1'062	9'744
Staff salaries and entitlements	388'237	557'547	482'170	489'966	472'712	472'360	539'363	485'155		629'740	629'740	629'740	5'776'730
Supplies including operational maps		270	206	3'697	428	1'175	2'410	3'316		1'863	1'863	1'863	17'090
Travel	4'895		8'854	1'278	8'244	6'700	5'526	1'724	3'487	6'594	6'594	6'594	60'493
Workshops/Trainings/Learning		1'651	1'412	64	2'100	4'389	4				4'675		14'295
Grand Total	**547'298.51**	**665'391.78**	**551'775.01**	**945'320.24**	**690'532.47**	**614'279.89**	**758'550.56**	**858'676.93**	**58'203.62**	**899'992.54**	**830'788.89**	**1'034'409.89**	**8'455'220.33**

Annex 7-D: Update of the month-wise actual expenses from 1st January 2025 to 15th September 2025 + Forecast for the final months – Programmes

Budget Line/Accounting Period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Acquisition, rental and maintenance of IT equipment and software	13'380	529	17'885	16'136	409	12'761	13'611	63'301		29'829	29'829	29'829	227'498
Audio visual, printing and production costs	(38'007)	7'898	18'445	28'964	3'790	30'746	12'346	26'310	733	19'717	19'717	19'717	150'379
Communication and Audio visual - Acquisition, subscription and usage fees	5'133	2'258	9'854	19'929	7'692	10'101	4'664	8'544	284	14'797	14'797	14'797	112'850
Consultants & trainees	687'761	1'235'931	1'188'393	1'027'873	1'151'827	1'103'177	1'122'041	1'151'119	382'165	1'956'099	1'956'099	1'956'099	14'918'583
Contractual Services - Companies	2'760	9'512	11'466	13'863	995	19'867	9'651	1'526	402	15'138	15'138	15'138	115'457
Ex. Gains/Losses	(353'297)	(56'158)	10'507	43'687	70'344	45'145	39'259	15'377	3'997		(32'126)	(39'151)	(252'416)
Fellows Salaries	79'754	91'255	97'525	119'450	99'616	111'471	120'304	124'941	28'290	188'602	188'602	188'602	1'438'412
Furniture	136		880	256		2'849						2'672	6'793
Grants to Implementing partners	(705'660)	(145'371)	657'914	71'686	342'779	107'027	119'856	63'876	(54'187)	98'973	678'191	98'973	1'334'057
Hospitality/Catering			1'267	175	146		1'063			1'146		573	4'371
Insurance	(277)	5'515	(1'099)	9'317	2'276	6'063	3'983	5'596	1'127	7'024		7'024	46'549
Miscellaneous Expenses	(2'023)	3'457	7'523	2'862	3'265	3'064	990	465	578	4'362	4'362	4'362	33'268
Reimbursement costs for support services		925	2'518		1'156	2'276	1'172	420	475	1'933	1'933	1'933	14'740
Rental & Maintenance - Premises	(1'509)		37'136	26'460	40'629	30'784	85'972	29'266	7	53'763	53'763	53'763	410'033
Rental and maintenance of other office equipment	154		333			493		330			849		2'159
Staff salaries and entitlements	1'010'172	1'072'470	1'070'780	1'098'351	1'088'754	1'224'295	1'261'693	1'158'718		1'942'038	1'942'038	1'942'038	14'811'347
Supplies including operational maps	(94'702)	10'497	16'017	111'586	6'749	28'243	6'948	15'289		21'749	21'749	21'749	165'874
Transport, shipping and handling fees	(14'328)		17	6'240				826					(7'244)
Travel	211'768	166'960	216'088	150'345	193'984	111'679	158'829	141'723	111'400	316'160	311'462	316'160	2'406'559
Workshops/Trainings/Learning	134'112	286'829	447'436	270'778	352'849	427'584	424'179	161'547	174'551	540'067	289'609	289'609	3'799'152
Grand Total	**935'327.34**	**2'692'506.67**	**3'810'887.03**	**3'017'959.65**	**3'367'260.50**	**3'277'625.82**	**3'386'561.65**	**2'969'172.34**	**649'822.51**	**5'211'397.58**	**5'496'012.19**	**4'923'887.51**	**39'738'420.78**

Annex 8-A: Staffing Details (Approved and New positions Budgeted)

Grades	Total Approved (2024 - 2025)	Posts proposed to be abolished	Proposed Budget 2026-2027				Resources required 2026-2027 (USD)		
			Approved Budgeted	Adjustments due to 5 upgrades	New Budgeted	Total Budgeted Posts	Approved Budgeted	New Budgeted	Total Budgeted Posts
ASG	1		1			1	893,119	-	893,119
D2	0		0		1	1	-	815,713	815,713
D1	9		9			9	6,364,772	-	6,364,772
P5	18	-1	17		5	22	7,727,929	2,596,817	10,324,746
P4	23	-3	20	1	1	21	11,004,767	488,391	11,493,158
P3	23	-2	21	3	2	23	8,569,361	791,134	9,360,495
P2	19	-2	17		1	18	4,763,614	363,365	5,126,979
P1	10	-1	9		1	10	2,446,745	219,839	2,666,584
G6	10		10		1	11	3,319,267	-	3,319,267
G5	1		1			1	624,569	-	624,569
G4	4		4	1		4	1,435,272	225,813	1,661,085
G3	1		1			1	26,233	-	26,233
TOTAL	**119**	**-9**	**110**	**5**	**12**	**122**	**47,175,648**	**5,501,072**	**52,676,720**

Annex 8-B: Details of the "Budgeted Posts" by Programme

Divisions/ Program Unit	Approved Revised 2024-2025 Budget	Posts proposed to be abolished	Proposed Budget 2026-2027			Resources required 2026-2027 (USD)		
			Approved	New requested	Total Proposed Posts	Approved Budgeted	New Budgeted	Total Proposed Posts
GENERAL FUND								
Office of Executive Director	3		3	1	4	1,898,224		1,898,224
Office of Deputy Executive Director	-		-	2	2		1,041,526	1,041,526
Division for Operations (Director)	2	-	2		2	1,112,815		1,112,815
Human Resources Section	6		6	-	6	2,016,008		2,016,008
Administration & Procurement Section	4		4		4	1,361,178		1,361,178
Finance and Budget Section	8		8		8	3,280,211		3,280,211
Information Technology Section	3		3	-	3	1,397,485	585,783	1,983,268
Division for Strategic Planning & Performance (Director)	1		1		1	699,730		699,730
Partnership Grant Oversight Unit	4	1	3		3	963,819		963,819
Planning, Performance, Monitoring & Evaluation Unit	2		2	-	2	770,950		770,950
Learning and Knowledge Unit	-		-	1	1		585,783	585,783
Sub-Total General Fund	***33***	***1***	***32***	***4***	***36***	***13,500,419***	***2,213,092***	***15,713,511***
PROGRAMMES								
Division for Multilateral Diplomacy (Director)	1		1		1	730,859		730,859
Multilateral Diplomacy Programme	8		8		8	3,017,070		3,017,070
Doha Project Office	-			1	1		475,084	475,084
UNITED Nation Satellite Center Director	1		1		1	557,328		557,328
United Nations Satellite Centre Programme	8		8	1	9	3,586,178	630,238	4,216,416
Division for Peace (Director)	1		1		1	758,472		758,472
Peace-Making & Conflict Prevention Programme	2		2		2	1,206,591		1,206,591
Peacekeeping Training Programme	27	2	25	2	27	9,386,980	559,880	9,946,860
Division for People (Director)	1		1		1	747,024		747,024
Social Development Programme	3		3	3	6	1,833,748	1,259,413	3,093,161
NCD, Digital Health and Capacity Building Programme	5	2	3		3	1,570,188		1,570,188
Division for Planet (Director)	1		1		1	699,735		699,735
Green Development & Climate Change Programme	8		8		8	3,088,452		3,088,452
SCYCLE Programme	9	1	8	1	9	2,359,097	363,365	2,722,462
Chemicals and Waste Management Programme	4	2	2		2	1,176,794		1,176,794
Division for Prosperity (Director)	1		1		1	749,962		749,962
Technology, Finance & Trade Programme	3	2	1		2	934,170		934,170
Hiroshima Project Office	3		3		3	1,272,582		1,272,582
Sub-Total Programmes	***86***	***9***	***77***	***8***	***86***	***33,675,229***	***3,287,980***	***36,963,209***
GRAND TOTAL	**119**	**10**	**109**	**12**	**122**	**47,175,648**	**5,501,072**	**52,676,720**

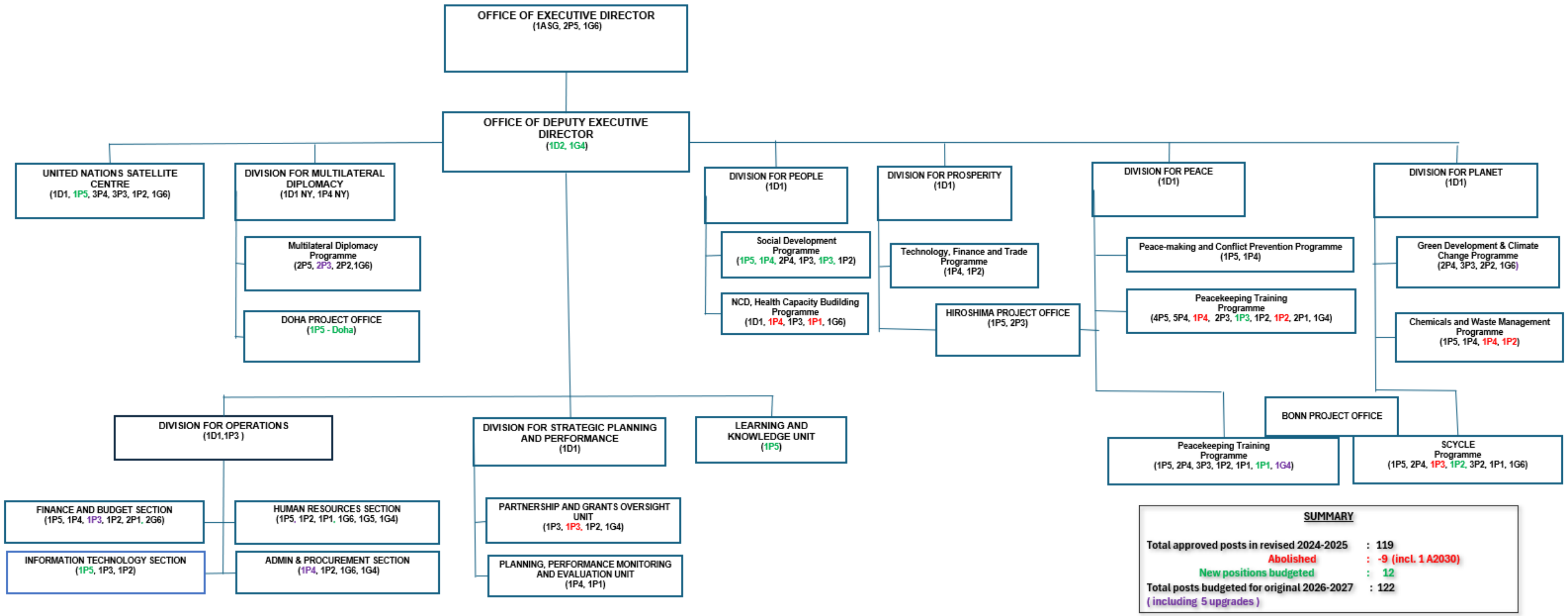
Annex 8-C: Details of the "New Proposed" & Budgeted Posts: by Programme and by Grade

Dvision / Program Unit	D2	P5	P4	P3	P2	P1	G4	Total
GENERAL FUND								-
Office of the Deputy Executive Director								-
Office of the Deputy Executive Director	1						1	**2**
Division for Operations								-
Information and Technology Section		1						**1**
Learning and Knowledge Unit		1						**1**
Sub-Total General Fund	***1***	***2***	-	-	-	-	***1***	***4***
PROGRAMMES								-
United Nations Satellite Centre								-
United Nations Satellite Centre		1						**1**
Division for Multilateral Diplomacy								-
Doha Project Office		1						**1**
Division for Planet								-
SCYCLE Programme					1			**1**
Division for People								-
Social Development Programme		1	1	1				**3**
Division for Peace								-
Peacekeeping Training Programme (Bonn)						1		**1**
Peacekeeping Training Programme (Addis Ababa)				1				**1**
Sub-Total Programs	-	***3***	***1***	***2***	***1***	***1***	-	***8***
GRAND TOTAL	**1**	**5**	**1**	**2**	**1**	**1**	**1**	**12**

Annex 9: Details of the Upgrades: by Programme Unit and by Grade

Division / Program Unit	Approved Position	Proposed Upgrade to
GENERAL FUND		
Division for Operations		
Finance and Budget Officer	**P2**	**P3**
Senior Procurement Specialist	**P3**	**P4**
PROGRAMMES		
Division for Multilateral Diplomacy		
Programme Officer	**P2**	**P3**
Programme Officer	**P2**	**P3**
Division for Peace		
Programme Assistant	**G3**	**G4**

Annex 10: UNITAR – Organization Chart for Total 122 Budgeted Positions for the Biennium 2026-2027



Annex 11-A: UNITAR Staff Categories – Gender & Nationality Distribution as of 31st December 2024

FIXED-TERM REGULAR POSTS

No.	Job Title	Department	Gender	Nationality	Level of Post	Grade of incumbent	Step	Duty station
1	Executive Director	Office of the Executive Director	M	India	ASG	ASG	N/A	Geneva
2	Director	Division for Peace	M	Rwanda	D1	D1	10	Geneva
3	Director	Division for People	M	Ecuador	D1	D1	8	Geneva
4	Director	Division for Operations	F	Romania	D1	D1	7	Geneva
5	Director	Division for Planet	M	United Kingdom	D1	D1	7	Geneva
6	Director	Division for Strategic Planning and Performance	M	United States of America	D1	D1	7	Geneva
7	Director	Division on NCD, Digital Health, and Capacity Building	M	India	D1	D1	7	Geneva
8	Director	Division for Multilateral Diplomacy	M	Lebanon	D1	D1	6	Geneva
9	Director	Division for Prosperity	F	Japan	D1	D1	6	Geneva
10	Director	Division for Satellite Analysis and Applied Research	M	Norway	D1	D1	5	Geneva
11	Manager	Peace-making and Conflict Prevention Programme Unit	F	United States of America	P5	P5	13	Geneva
12	Head	Hiroshima Office	F	Japan	P5	P5	12	Hiroshima
13	Manager	Chemicals and Waste Management Programme Unit	M	Peru	P5	P5	9	Geneva
14	Manager	SCYCLE Programme Unit	M	Germany	P5	P5	8	Bonn
15	Chief	Finance and Budget Unit	M	Madagasca	P5	P5	6	Geneva
16	Chief	Peacekeeping Training Programme Unit	M	Germany	P5	P5	5	Bonn
17	Chief	Communication and Information Technology Support Unit	F	Japan	P5	P5	3	Geneva
18	Chief	Multilateral Diplomacy Programme Unit	M	Azerbaijan	P5	P5	2	Geneva
19	Chief	Peacekeeping Training Programme Unit	F	Italy	P5	P5	2	Geneva
20	Senior Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Italy	P5	P4	6	Geneva
21	Senior Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	France	P5	P4	6	Geneva
22	Senior Specialist	Strategic Implementation of Agenda 2030 Unit	F	Russian Federation	P5	P4	5	Geneva
23	Senior Human Resources Specialist	Human Resources Unit	F	Switzerland	P5	P4	3	Geneva
24	Chief	Office of the Executive Director	M	Germany	P5	P4	3	Geneva
25	Senior Programme Specialist	Multilateral Diplomacy Programme Unit	M	Switzerland	P5	P4	2	Geneva
26	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	France	P4	P4	9	Bonn
27	Senior Specialist	Peace-making and Conflict Prevention Programme Unit	F	Japan	P4	P4	9	Geneva
28	Senior Specialist	Green Development and Climate Change Programme Unit	F	Germany	P4	P4	7	Geneva
29	Senior Scientific Specialist	SCYCLE Programme Unit	M	Netherlands	P4	P4	7	Bonn
30	Senior Scientific Specialist	SCYCLE Programme Unit	M	Germany	P4	P4	7	Bonn
31	Senior Programme Specialist	Public Finance and Trade Programme Unit	M	Philippines	P4	P4	5	Geneva
32	Senior Finance and Budget Specialist	Finance and Budget Unit	F	Bangladesh	P4	P4	4	Geneva
33	Senior Programme Specialist	Social Development Programme Unit	F	El Salvador	P4	P4	2	Geneva
34	Senior Programme Specialist	Chemicals and Waste Management Programme Unit	M	United Kingdom	P4	P4	1	Geneva
35	Specialist	Peacekeeping Training Programme Unit	M	Rwanda	P4	P3	8	Geneva
36	Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	United States of America	P4	P3	8	New York
37	Specialist	Green Development and Climate Change Programme Unit	F	Italy	P4	P3	7	Geneva
38	Specialist	Planning, Performance Monitoring and Evaluation Unit	F	Germany	P4	P3	5	Geneva
39	Programme Officer	Multilateral Diplomacy Programme Unit	F	Spain	P4	P3	3	Geneva
40	IT Specialist	Communication and Information Technology Support Unit	M	Philippines	P3	P3	10	Geneva
41	Administrative and Procurement Officer	Administration and Procurement Unit	M	Afghanistan	P3	P3	7	Geneva
42	Programme Officer	Hiroshima Office	M	Afghanistan	P3	P3	7	Hiroshima
43	Programme Specialist	Peacekeeping Training Programme Unit	F	Colombia	P3	P3	7	Bonn
44	Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Bangladesh	P3	P3	7	Bangkok
45	Programme Officer	Hiroshima Office	F	Japan	P3	P3	6	Hiroshima
46	Programme Specialist	Peacekeeping Training Programme Unit	F	Montenegro	P3	P3	6	Bonn
47	Training Specialist	Green Development and Climate Change Programme Unit	M	Romania	P3	P3	5	Geneva
49	Programme Officer	Green Development and Climate Change Programme Unit	F	Bulgaria	P3	P3	1	Geneva
50	Associate Programme Officer	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Algeria	P3	P2	8	Geneva
51	Associate Programme Officer	United Nations Satellite Centre (UNOSAT) Programme Unit	M	United States of America	P3	P2	8	Geneva
52	Training Specialist	Green Development and Climate Change Programme Unit	F	Namibia	P3	P2	7	Geneva
53	Associate Programme Officer	Strategic Implementation of Agenda 2030 Unit	F	Kyrgyzstan	P3	P2	5	Geneva
54	Associate Partnerships Officer	Partnership and Grants Oversight Unit	F	Colombia	P3	P2	3	Geneva
55	Associate Human Resources Officer	Human Resources Unit	F	Italy	P2	P2	13	Geneva
56	Associate Programme Officer	SCYCLE Programme Unit	F	France	P2	P2	7	Bonn
57	Associate Programme Officer	Green Development and Climate Change Programme Unit	M	Kenya	P2	P2	6	Bonn
58	Associate Programme Officer	Multilateral Diplomacy Programme Unit	M	Algeria	P2	P2	6	Geneva
59	Associate Programme Officer	SCYCLE Programme Unit	F	Italy	P2	P2	6	Bonn
60	Associate Programme Officer	Multilateral Diplomacy Programme Unit	M	Germany	P2	P2	5	Geneva
61	Associate Finance and Budget Officer	Finance and Budget Unit	F	Albania	P2	P2	2	Geneva
62	Assistant Programme Officer	Peacekeeping Training Programme Unit	F	Belgium	P2	P1	7	Bonn
63	Assistant Programme Officer	Peacekeeping Training Programme Unit	F	United States of America	P2	P1	5	Geneva
64	Assistant Programme Officer	Peacekeeping Training Programme Unit	M	Bangladesh	P1	P1	5	Geneva
65	Assistant Monitoring and Evaluation Officer	Planning, Performance Monitoring and Evaluation Unit	F	Nicaragua	P1	P1	5	Geneva
66	Assistant Programme Officer	SCYCLE Programme Unit	F	Italy	P1	P1	4	Bonn
67	Administrative and Procurement Assistant	Administration and Procurement Unit	F	Switzerland	G6	G6	11	Geneva
68	Finance and Budget Assistant	Finance and Budget Unit	F	Indonesia	G6	G6	10	Geneva
69	Senior Personal Assistant to the Executive Director	Office of the Executive Director	F	Portugal	G6	G6	10	Geneva
70	Finance and Budget Assistant	Finance and Budget Unit	M	Afghanistan	G6	G6	8	Geneva
71	Administrative Assistant	SCYCLE Programme Unit	M	German	G6	G6	8	Bonn
72	Programme Assistant	United Nations Satellite Centre (UNOSAT) Programme Unit	M	India	G6	G5	11	Geneva
73	Programme Assistant	Multilateral Diplomacy Programme Unit	F	United Kingdom	G6	G5	9	Geneva
74	Programme Assistant	Green Development and Climate Change Programme Unit	F	Germany	G6	G5	8	Geneva
75	Human Resources Assistant	Human Resources Unit	F	Philippines	G6	G5	7	Geneva
76	Human Resources Assistant	Human Resources Unit	F	Switzerland	G5	G5	3	Geneva
77	Human Resources Assistant	Human Resources Unit	F	Italy	G4	G4	3	Geneva

TEMPORARY POSTS

No.	Job Title	Department	Gender	Nationality	Level of post	Grade of incumbent	Step	Duty station
1	Chief	Peacekeeping Training Programme Unit	M	Germany	P5	P5	10	Brussels
2	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	Morocco	P4	P4	11	New York
3	Senior Programme Specialist	Social Development Programme Unit	M	Denmark	P4	P4	7	Geneva
4	Senior Specialist	Peacekeeping Training Programme Unit	F	Germany	P4	P4	7	Bonn
5	Senior Resource Mobilization Specialist	Social Development Programme Unit	F	Türkiye	P4	P4	5	Geneva
6	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	United Kingdom	P4	P4	1	Nairobi
7	Specialist	Peacekeeping Training Programme Unit	F	Kenya	P3	P3	7	Addis Ababa
8	Programme Officer	SCYCLE Programme Unit	F	China	P3	P3	3	Bonn
9	Specialist	Peacekeeping Training Programme Unit	M	United Kingdom	P3	P3	2	Geneva
10	Associate Programme Officer	Peacekeeping Training Programme Unit	M	Germany	P1	P1	1	Bonn
11	Assistant Human Rescources Officer	Human Resources Unit	M	China	P1	P1	1	Geneva
12	Administrative Assistant	Peacekeeping Training Programme Unit	F	Philippines	G4	G4	7	Geneva
13	Team Assistant	Peacekeeping Training Programme Unit	M	India	G3	G3	2	Bonn

Junior Professional Officer Posts

No.	Job Title	Department	Gender	Nationality	Level of post	Grade of incumbent	Step	Duty station
1	Associate Expert in Innovative Project Management	United Nations Satellite Centre (UNOSAT) Programme Unit	F	China	P2	P2	2	Geneva

Annex 11-B: UNITAR Staff Categories – Gender & Nationality Distribution as of 15th September 2025

FIXED-TERM REGULAR POSTS

No.	Job Title	Department	Gender	Nationality	Level of Post	Grade of incumbent	Step	Duty station
1	Executive Director	Office of the Executive Director	F	Jamaica	ASG	ASG	N/A	Geneva
2	Director	Division for Peace	M	Rwanda	D1	D1	11	Geneva
3	Director	Division for People	M	Ecuador	D1	D1	8	Geneva
4	Director	Division on NCD, Digital Health, and Capacity Building	M	India	D1	D1	8	Geneva
5	Director	Division for Strategic Planning and Performance	M	United States of America	D1	D1	7	Geneva
6	Director	Division for Operations	F	Romania	D1	D1	7	Geneva
7	Director	Division for Planet	M	United Kingdom of Great Brita	D1	D1	7	Geneva
8	Director	Division for Multilateral Diplomacy	M	Lebanon	D1	D1	6	Geneva
9	Director	Division for Prosperity	F	Japan	D1	D1	6	Geneva
10	Manager	Peace-making and Conflict Prevention Programme Unit	F	United States of America	P5	P5	13	Geneva
11	Head	Hiroshima Office	F	Japan	P5	P5	12	Hiroshima
12	Manager	Chemicals and Waste Management Programme Unit	M	Peru	P5	P5	9	Geneva
13	Senior Manager	SCYCLE Programme Unit	M	Germany	P5	P5	8	Bonn
14	Chief	Finance and Budget Unit	M	Madagasca	P5	P5	7	Geneva
15	Chief	Peacekeeping Training Programme Unit	M	Germany	P5	P5	6	Bonn
16	Chief	Communication and Information Technology Support Unit	F	Japan	P5	P5	4	Geneva
17	Chief	Peacekeeping Training Programme Unit	F	Italy	P5	P5	3	Geneva
18	Chief	Multilateral Diplomacy Programme Unit	M	Azerbaijan	P5	P5	2	Geneva
19	Chief	Office of the Executive Director	M	Germany	P5	P5	1	Geneva
20	Senior Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Italy	P5	P4	7	Geneva
21	Senior Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	France	P5	P4	7	Geneva
22	Senior Specialist	Strategic Implementation of Agenda 2030 Unit	F	Russian Federation	P5	P4	6	Geneva
23	Senior Human Resources Specialist	Human Resources Unit	F	Switzerland	P5	P4	3	Geneva
24	Senior Programme Specialist	Multilateral Diplomacy Programme Unit	M	Switzerland	P5	P4	3	Geneva
25	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	France	P4	P4	9	Bonn
26	Senior Specialist	Peace-making and Conflict Prevention Programme Unit	F	Japan	P4	P4	9	Geneva
27	Senior Scientific Specialist	SCYCLE Programme Unit	M	Netherlands (Kingdom of the)	P4	P4	8	Bonn
28	Senior Scientific Specialist	SCYCLE Programme Unit	M	Germany	P4	P4	8	Bonn
29	Senior Specialist	Green Development and Climate Change Programme Unit	F	Germany	P4	P4	7	Geneva
30	Senior Finance and Budget Specialist	Finance and Budget Unit	F	Bangladesh	P4	P4	5	Geneva
31	Senior Programme Specialist	Public Finance and Trade Programme Unit	M	Philippines	P4	P4	5	Geneva
32	Senior Programme Specialist	Social Development Programme Unit	F	El Salvador	P4	P4	3	Geneva
33	Senior Programme Specialist	Chemicals and Waste Management Programme Unit	M	United Kingdom	P4	P4	2	Geneva
34	Specialist	Peacekeeping Training Programme Unit	M	Rwanda	P4	P4	2	Geneva
35	Senior Specialist	Planning, Performance Monitoring and Evaluation Unit	F	Germany	P4	P4	1	Geneva
36	Specialist	Green Development and Climate Change Programme Unit	F	Italy	P4	P3	8	Geneva
37	Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	United States of America	P4	P3	8	New York
38	Programme Officer	Multilateral Diplomacy Programme Unit	F	Spain	P4	P3	4	Geneva
39	IT Specialist	Communication and Information Technology Support Unit	M	Philippines	P3	P3	11	Geneva
40	Administrative and Procurement Officer	Administration and Procurement Unit	M	Afghanistan	P3	P3	7	Geneva
41	Programme Officer	Hiroshima Office	F	Japan	P3	P3	7	Hiroshima
42	Programme Officer	Hiroshima Office	M	Afghanistan	P3	P3	7	Hiroshima
43	Programme Specialist	Peacekeeping Training Programme Unit	F	Colombia	P3	P3	7	Bonn
44	Programme Specialist	Peacekeeping Training Programme Unit	F	Montenegro	P3	P3	7	Bonn
45	Specialist	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Bangladesh	P3	P3	7	Bangkok
46	Training Specialist	Green Development and Climate Change Programme Unit	M	Romania	P3	P3	6	Geneva
47	Programme Specialist	Peacekeeping Training Programme Unit	F	Germany	P3	P3	5	Bonn
48	Programme Specialist	Peacekeeping Training Programme Unit	M	United Kingdom of Great Brita	P3	P3	4	Geneva
49	Programme Officer	Green Development and Climate Change Programme Unit	F	Bulgaria	P3	P3	2	Geneva
50	Associate Programme Officer	United Nations Satellite Centre (UNOSAT) Programme Unit	M	United States of America	P3	P2	9	Geneva
51	Associate Programme Officer	United Nations Satellite Centre (UNOSAT) Programme Unit	M	Algeria	P3	P2	8	Geneva
52	Training Specialist	Green Development and Climate Change Programme Unit	F	Namibia	P3	P2	7	Geneva
53	Associate Programme Officer	Strategic Implementation of Agenda 2030 Unit	F	Kyrgyzstan	P3	P2	5	Geneva
54	Associate Partnerships Officer	Partnership and Grants Oversight Unit	F	Colombia	P3	P2	3	Geneva
55	Associate Human Resources Officer	Human Resources Unit	F	Italy	P2	P2	13	Geneva
56	Associate Finance and Budget Officer	Finance and Budget Unit	F	Thailand	P2	P2	7	Geneva
57	Associate Programme Officer	Green Development and Climate Change Programme Unit	M	Kenya	P2	P2	7	Bonn
58	Associate Programme Officer	Multilateral Diplomacy Programme Unit	M	Algeria	P2	P2	7	Geneva
59	Associate Programme Officer	SCYCLE Programme Unit	F	Italy	P2	P2	7	Bonn
60	Associate Programme Officer	SCYCLE Programme Unit	F	France	P2	P2	7	Bonn
61	Associate Programme Officer	Multilateral Diplomacy Programme Unit	M	Germany	P2	P2	6	Geneva
62	Associate Programme Officer	Peacekeeping Training Programme Unit	F	United States of America	P2	P2	6	Geneva
63	Associate Finance and Budget Officer	Finance and Budget Unit	F	Albania	P2	P2	3	Geneva
64	Assistant Programme Officer	Peacekeeping Training Programme Unit	F	Belgium	P2	P1	7	Bonn
65	Assistant Programme Officer	Peacekeeping Training Programme Unit	M	Bangladesh	P1	P1	5	Geneva
66	Assistant Monitoring and Evaluation Officer	Planning, Performance Monitoring and Evaluation Unit	F	Nicaragua	P1	P1	5	Geneva
67	Assistant Programme Officer	SCYCLE Programme Unit	F	Italy	P1	P1	5	Bonn
68	Senior Personal Assistant to the Executive Director	Office of the Executive Director	F	Portugal	G6	G6	11	Geneva
69	Administrative and Procurement Assistant	Administration and Procurement Unit	F	Switzerland	G6	G6	11	Geneva
70	Finance and Budget Assistant	Finance and Budget Unit	F	Indonesia	G6	G6	10	Geneva
71	Finance and Budget Assistant	Finance and Budget Unit	M	Afghanistan	G6	G6	9	Geneva
72	Administrative Assistant	SCYCLE Programme Unit	M	Germany	G6	G6	9	Bonn
73	Programme Assistant	United Nations Satellite Centre (UNOSAT) Programme Unit	M	India	G6	G5	11	Geneva
74	Programme Assistant	Multilateral Diplomacy Programme Unit	F	United Kingdom of Great Brita	G6	G5	10	Geneva
75	Human Resources Assistant	Human Resources Unit	F	Philippines	G6	G5	8	Geneva
76	Programme Assistant	Green Development and Climate Change Programme Unit	F	Germany	G6	G5	8	Geneva
77	Human Resources Assistant	Human Resources Unit	F	Switzerland	G5	G5	4	Geneva
78	Administrative Assistant	Peacekeeping Training Programme Unit	F	Philippines	G4	G4	8	Geneva
79	Human Resources Assistant	Human Resources Unit	F	Italy	G4	G4	4	Geneva
80	Administrative and Procurement Assistant	Administration and Procurement Unit	M	Philippines	G4	G4	3	Geneva

TEMPORARY POSTS

No.	Job Title	Department	Gender	Nationality	Level of post	Grade of incumbent	Step	Duty station
1	Chief	Peacekeeping Training Programme Unit	M	Germany	P5	P5	10	Brussels
2	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	Morocco	P4	P4	11	New York
3	Senior Specialist	Peacekeeping Training Programme Unit	F	Germany	P4	P4	7	Bonn
4	Senior Programme Specialist	Peacekeeping Training Programme Unit	M	Belgium	P4	P4	7	Brussels
5	Senior Programme Specialist	Social Development Programme Unit	M	Denmark	P4	P4	7	Geneva
6	Senior Resource Mobilization Specialist	Social Development Programme Unit	F	Türkiye	P4	P4	5	Geneva
7	Programme Specialist	Peacekeeping Training Programme Unit	F	Sri Lanka	P3	P3	7	Geneva
8	Associate Programme Officer	Multilateral Diplomacy Programme Unit	F	China	P2	P2	4	Geneva
9	Assistant Programme Officer	Peacekeeping Training Programme Unit	F	Turkmenistan	P1	P1	5	Geneva
10	Associate Programme Officer	Peacekeeping Training Programme Unit	M	Germany	P1	P1	2	Bonn
11	Assistant Human Rescources Officer	Human Resources Unit	M	China	P1	P1	2	Geneva
12	Team Assistant	Peacekeeping Training Programme Unit	M	India	G3	G3	3	Bonn

Junior Professional Officer Posts

No.	Job Title	Department	Gender	Nationality	Level of post	Grade of incumbent	Step	Duty station
1	Associate Expert in Innovative Project Management	United Nations Satellite Centre (UNOSAT) Programme Unit	F	China	P2	P2	3	Geneva

Annex 12: UNITAR Staff and Remunerated Fellows - Regional and Gender Distribution as of 15th September 2025

REGIONS	AFRICA		ASIA PACIFIC		EUROPE		MIDDLE EAST		NORTH AMERICA		LATIN AMERICA AND THE CARIBBEAN	
	M	F	M	F	M	F	M	F	M	F	M	F
GENERAL SERVICES	0	0	4	3	0	6	1	0	0	0	0	0
PROFESSIONAL STAFF	7	1	7	12	18	18	3	1	3	2	2	5
TOTAL STAFF MEMBERS (G & P)	7	1	11	15	18	24	4	1	3	2	2	5
TRAINING/RESEARCH ASSISTANTS / ASSOCIATES	0	0	1	0	5	3	0	0	0	0	0	2
SUBTOTAL	7	1	12	15	23	27	4	1	3	2	2	7
TOTAL	8		27		50		5		5		9	

AFRICA: Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cabo Verde, Central African Rep, Chad, Congo, Côte d'Ivoire, Dem. Rep. Congo, Djibouti, Egypt, Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea Bissau, Guinea, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, São Tomé and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

NORTH AMERICA: Canada, United States of America

LATIN AMERICA AND THE CARIBBEAN: Antigua and Barbuda, Aruba, The Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela

ASIA/PACIFIC: Australia, Azerbaijan, Bangladesh, Brunei Darussalam, Cambodia, China, DPR Korea, East Timor, Fiji, Georgia, India, Indonesia, Japan, Kazakhstan, Kiribati, Kyrgyzstan, Lao People's Democratic Republic, Malaysia, Maldives, Moldova, Mongolia, Myanmar, Nepal, New Zealand, Pakistan, Philippines, RO Korea, Singapore, Sri Lanka, Tajikistan, Thailand, Tonga, Turkmenistan, Tuvalu, Uzbekistan, Vanuatu, Vietnam

EUROPE: Albania, Andorra, Armenia, Austria, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Holy See, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Republic of Slovakia, Romania, Russia, San Marina, Serbia, Slovenia, Spain, Sweden, Switzerland, Ukraine, United Kingdom

MIDDLE EAST: Afghanistan, Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syria, Türkiye, United Arab Emirates, Yemen

Up-dated on 15.09.2025

Annex 13-A: Gender and Nationality Distribution of Consultants and Individual Contractors in 2024

Nationality	F	M	Total	Nationality	F	M	Total	Nationality	F	M	Total
Afghanistan		7	7	Guatemala	3		3	Portugal	5	4	9
Algeria	3	1	4	Honduras	2		2	Qatar	1		1
Andorra	1		1	Hungary	1	2	3	Republic of Korea	3	2	5
Argentina	6	3	9	India	11	10	21	Republic of Moldova	1		1
Australia	3	2	5	Indonesia	4	7	11	Romania	2		2
Austria	3	3	6	Iran (Islamic Republ	1		1	Russian Federation	2	2	4
Bangladesh		2	2	Iraq		3	3	Rwanda	3	13	16
Barbados	1		1	Ireland	3	3	6	Samoa	2	1	3
Belgium	2	3	5	Israel	1		1	Saudi Arabia	2		2
Benin	4	7	11	Italy	14	10	24	Senegal	1		1
Bhutan	1	1	2	Jamaica	1		1	Serbia	1	1	2
Bolivia (Plurinational	2		2	Japan	21	14	35	Slovakia	1	1	2
Bosnia and Herzego	1		1	Jordan		1	1	Solomon Islands	2	1	3
Brazil	3	5	8	Kazakhstan	1		1	South Africa	3	2	5
Bulgaria	2	1	3	Kenya	8	11	19	South Sudan	1	1	2
Burkina Faso	3	2	5	Kuwait	1		1	Spain	18	10	28
Cambodia	1		1	Kyrgyzstan	4		4	Sri Lanka		3	3
Cameroon	3	2	5	Lao People’s Democratic		2	2	Sudan	4	4	8
Canada	19	15	34	Lebanon	7	2	9	Sweden	1	6	7
Chad	1		1	Liberia		2	2	Switzerland	17	22	39
Chile	1	1	2	Lithuania		1	1	Syrian Arab Republic	2	1	3
China	8	5	13	Madagascar	1		1	Tajikistan		2	2
Colombia	16	10	26	Maldives	1		1	Thailand	4	4	8
Congo		2	2	Mali	1	4	5	Togo		2	2
Costa Rica	3		3	Malta		2	2	Tonga	8	4	12
Côte d'Ivoire		1	1	Mexico	5	3	8	Trinidad and Tobago	1	1	2
Croatia		1	1	Monaco		1	1	Tunisia	2	3	5
Czechia	1		1	Mongolia	1		1	Türkiye	2	1	3
Democratic Republi	1		1	Morocco	1	2	3	Turkmenistan	1		1
Denmark		3	3	Myanmar	1		1	Tuvalu		1	1
Ecuador	1	1	2	Nepal		1	1	Uganda		5	5
Egypt	6	7	13	Netherlands	6	5	11	Ukraine	3	4	7
El Salvador	3	1	4	New Zealand		1	1	United Kingdom	20	21	41
Ethiopia	1	5	6	Nicaragua	2		2	United Republic of Tanzani	2	3	5
Fiji	4	4	8	Nigeria	4	6	10	United States of America	35	22	57
France	32	21	53	North Macedonia	1		1	Uruguay	1	1	2
Gambia (Republic of The)		1	1	Norway	2		2	Vanuatu		2	2
Georgia	1		1	Pakistan	1	1	2	Venezuela, Bolivarian Repu	1	1	2
Germany	6	18	24	Paraguay	1		1	Viet Nam	2		2
Ghana	3	3	6	Peru	3	5	8	Zambia	4	5	9
Greece	2	3	5	Philippines	12	7	19	Zimbabwe	6	4	10
Grenada	1		1	Poland	11	3	14	**Grand Total**	**450**	**410**	**860**

Annex 13-B: Gender and Nationality Distribution of Consultants and Individual Contractors during the Year (01 Jan – 15 Sept 2025)

Nationality	F	M	Total
Afghanistan		5	5
Algeria	1	1	2
Andorra	1		1
Argentina	5	3	8
Armenia	1		1
Australia	4	3	7
Austria	2	1	3
Bangladesh	1	1	2
Barbados	1		1
Belarus	1		1
Belgium	1	4	5
Benin		2	2
Bolivia (Plurination	2		2
Bosnia and Herzeg	1		1
Brazil	2	4	6
Bulgaria	1	1	2
Burkina Faso	1	3	4
Burundi		1	1
Cambodia	1	1	2
Cameroon	3	1	4
Canada	16	17	33
Chad	1		1
Chile	1		1
China	4	4	8
Colombia	18	11	29
Comoros		1	1
Congo		1	1
Costa Rica	1	1	2
Côte d'Ivoire		2	2
Czechia	1		1
Democratic Repub	2	1	3
Denmark		2	2
Ecuador	1	1	2
Egypt	5	4	9
El Salvador	4		4
Ethiopia		3	3
Fiji	11	4	15
France	22	20	42
Germany	6	14	20
Ghana	1	3	4
Greece		2	2
Grenada	1		1
Guatemala	3		3
Honduras	5	1	6
Hungary	1		1
India	11	9	20
Indonesia	1	2	3
Iran (Islamic Repu	1		1
Iraq		1	1
Ireland	3	2	5
Italy	15	10	25
Jamaica	1	1	2
Japan	21	11	32
Jordan		1	1
Kazakhstan	1		1
Kenya	6	9	15
Kuwait	1		1
Kyrgyzstan	6	3	9
Lebanon	7	3	10
Liberia		2	2
Lithuania		1	1
Maldives	1		1
Mali		2	2
Malta		2	2
Mauritania		1	1
Mexico	3	2	5
Morocco	2	1	3
Mozambique		1	1
Myanmar	1		1
Nepal		1	1
Netherlands	3	4	7
New Zealand		2	2
Nicaragua	1		1
Niger		2	2
Nigeria	4	5	9
North Macedonia	1		1
Norway	1	1	2
Pakistan		1	1
Panama	1		1
Paraguay	1		1
Peru	2	2	4
Philippines	10	3	13
Poland	3	1	4
Portugal	5	3	8
Qatar	1		1
Republic of Korea	1	1	2
Republic of Moldova		1	1
Romania	2		2
Russian Federation	1	1	2
Rwanda	2	5	7
Samoa	2	1	3
Senegal	3		3
Singapore	1		1
Slovakia	1	1	2
Solomon Islands	1		1
South Africa	4		4
South Sudan		1	1
Spain	16	8	24
Sudan	3	3	6
Suriname	1		1
Sweden		5	5
Switzerland	18	18	36
Syrian Arab Republic	1		1
Tajikistan	1	2	3
Thailand	4	4	8
Togo		1	1
Trinidad and Tobago	2	1	3
Tunisia	3	1	4
Türkiye	2	1	3
Turkmenistan	1		1
Uganda	1	2	3
Ukraine	1	3	4
United Kingdom	17	16	33
United Republic of Tanza	1		1
United States of America	29	16	45
Uruguay	1	1	2
Venezuela, Bolivarian Re	3	2	5
Viet Nam	2		2
Zambia		1	1
Zimbabwe		1	1
Grand Total	**372**	**309**	**681**

Annex 14-A: UNITAR Workforce Distribution (Type, Gender Distribution and Grades as of 31 December 2024)

Type of Personnel	Level	Male	Female	Total		
Regular Posts Approved						
Fixed-term	ASG	1		1		
Fixed-term	D1	7	2	9		
Fixed-term	P5	5	4	9		
Fixed-term	P4	9	6	15		
Fixed-term	P3	7	8	15		
Fixed-term	P2	5	7	12		
Fixed-term	P1	1	4	5		
Fixed-term	G6	2	3	5		
Fixed-term	G5	1	4	5		
Fixed-term	G4		1	1		
					Total	**77**
Temporary Positions						
Temporary Positions	P5	1		1		
Temporary Positions	P4	3	2	5		
Temporary Positions	P3	1	2	3		
Temporary Positions	P1	2		2		
Temporary Positions	G4		1	1		
Temporary Positions	G3	1		1		
					Total	**13**
Junior Professional Officer (JPO)						
JPO	P2	0	1	1		
					Total	**1**
Fellows						
Research/Training Assistants		4	2	6		
Research/Training Associates		1	2	3		
Advisors		11	0	11		
					Total	**20**
Individual Contractors/ Consultants						
Individual Contractors		73	150	223		
Consultants		45	29	74		
					Total	**297**
Trainees/ Collaborators						
Trainees		5	23	28		
Collaborators		1	0	1		
					Total	**29**
Total		**186**	**251**	**437**		**437**

Annex 14-B: UNITAR Workforce Distribution (Type, Gender Distribution and Grades as of 15 September 2025)

Type of Personnel	Level	Male	Female	Total		
Regular Posts Approved						
Fixed-term	ASG		1	1		
Fixed-term	D1	6	2	8		
Fixed-term	P5	6	4	10		
Fixed-term	P4	9	7	16		
Fixed-term	P3	7	7	14		
Fixed-term	P2	5	9	14		
Fixed-term	P1	1	3	4		
Fixed-term	G6	2	3	5		
Fixed-term	G5	1	4	5		
Fixed-term	G4	1	2	3		
					Total	**80**
Temporary Positions						
Temporary Positions	P5	1		1		
Temporary Positions	P4	3	2	5		
Temporary Positions	P3		1	1		
Temporary Positions	P2		1	1		
Temporary Positions	P1	2	1	3		
Temporary Positions	G3	1		1		
					Total	**12**
Junior Professional Officer (JPO)						
JPO	P2	0	1	1		
					Total	**1**
Fellows						
Research/Training Assistants		4	4	8		
Research/Training Associates		2	1	3		
Advisors		9	2	11		
					Total	**22**
Individual Contractors/ Consultants						
Individual Contractors		48	120	168		
Consultants		45	23	68		
					Total	**236**
Trainees/ Collaborators						
Trainees		15	14	29		
Collaborators		0	1	1		
					Total	**30**
Total		**168**	**213**	**381**	**Total**	**381**

Annex 15: Table of updates to recommendation of ACABQ contained in its previous report: Recommendations contained in ACABQ report AC/2308 dated 11 November 2024:

Paragraph	"Recommendation"	Action/Observations by UNITAR
Para 8	The Advisory Committee is of the view that the UNITAR budget document should continue to reflect expenditures compared with the approved budget for the year in the interest of clarity and transparency. The Committee again stresses the need to improve the accuracy of budget assumptions for programmes and income estimations, and provide more detailed information of the variations experienced between expenditures and approved amounts. The Committee concurs with the recommendations of the Board of Auditors related to budget management and encourages UNITAR to work with the Board towards their full and timely implementation of the recommendations (see also para. 33 below).	UNITAR Management confirms that actions have already been undertaken to address this recommendation. The budget document continues to present expenditures in comparison with the approved budget, thereby strengthening clarity and transparency. Further efforts have also been made to improve the accuracy of programme budget assumptions, and to analyze the variations between expenditures and approved amounts. UNITAR Management wishes to recall that its budget is constructed on the basis of projected expenditures, with actual implementation dependent on the outcomes of resource mobilization efforts. Hence, the budget is inherently subject to unpredictability and volatility, explaining some variances. Certain projected activities may or may not materialize during the course of the biennium. Regarding the Board of Auditors recommendations, please see UNITAR's answers on ACABQ's Para. 33 below.
Para 19	The Advisory Committee underscores that cost-recovery rates should be based on realistic and verifiable assumptions reflecting the actual value of services delivered. They should also be underpinned by a clearer methodology on the cost allocation between indirect programme support costs and direct support costs. The Committee trusts that updated information on the review of the cost recovery model, including its potential impact on the levels of cost recovery and the operational reserve, will be provided in the next report of the Executive Director.	UNITAR Management has engaged a consultant to support the development of the new Operating Model, including a review of the Operational Reserve and the Cost Recovery mechanism. This review is also being undertaken in the context of the recent merger plan between UNITAR and UNSSC and considers any structural and operational changes this consolidation can introduce.
Para 25	The Advisory Committee notes that UNITAR has overcome the cost-recovery gap over the past several years, with an increase in the equivalent operational reserves from 4.93 months to 18.75 months expected at the end of the biennium 2024–2025. The Committee also notes that the Board of Trustees considers an operational reserve of equivalent to 12 months to be a practical and prudent approach for UNITAR. The	As already stated above, UNITAR Management has engaged a consultant to support the development of the new Operating Model, including a review of the Operational Reserve, including the usage of existing Operational Reserve, and the Cost Recovery mechanism. The intention is to present the package that includes cost recovery, reserve and any further structure and operating model to

	Committee trusts that the Executive Director will provide an update in the next report on matters related to operational reserves, including on the best use of the operational reserve, also with respect to the Leave No One Behind Fund (see also para. 31 below).	next year's BOT meeting. UNITAR foresees the implementation to start in January 2027.
Para 31	The Advisory Committee acknowledges the ongoing efforts by UNITAR to increase the overall number of trained beneficiaries and that approximately three-quarters of the learners were from developing countries in 2023. The Committee trusts that UNITAR will further intensify its efforts to increase beneficiaries from countries in special situations, particularly, the least developed countries (see para. 25 above),and provide information in the next report of the Executive Director.	In 2024, 74 per cent (2023, 79 per cent) of learning-related beneficiaries came from developing countries and 19 per cent from LDCs, LLDCs and SIDS. The percentage has slightly increased compared to 2023 (15 per cent). In absolute numbers, UNITAR has reached over 72,000 beneficiaries from LDCs, LLDCs and SIDS and has hence increased its outreach compared to 2023 (61,230) by 18 per cent.
Para 33	The Advisory Committee trusts that UNITAR will intensify its efforts to implement the recommendations of the Board [of Auditors] fully and in a timely manner.	Management have undertaken significant efforts in this regard, and the number of outstanding recommendations has been reduced to eight — four from the 2024 audit and four from prior years — all of which are currently under active implementation. Management will continue to intensify its efforts to ensure that the remaining recommendations are fully addressed within the agreed timelines.
Para 34	The Advisory Committee trusts that updated information on UNITAR's ongoing efforts to mitigate risks related to implementing partners will be provided in the next report of the Executive Director.	Management took swift action to respond to recommendations of the Board of Auditors and the Office of Internal Oversight Services and revised the policy guidelines on agreements with implementing partners, and took other actions to strengthen controls to ensure that risks are mitigated.
Para 35	While acknowledging that UNITAR posts are not subject to geographical distribution, the Advisory Committee again encourages UNITAR to recruit all categories of its personnel on as wide a geographical basis as possible. The Committee trusts that the Executive Director will continue to report thereon.	UNITAR Management confirms that efforts have been undertaken and will continue to be made to ensure the recruitment of personnel on as wide a geographical basis as possible. A report on the matter has been included as part of the budget document. While noting that UNITAR posts are not subject to geographical distribution, Management reaffirms its commitment to maintaining diversity in its recruitment practices.

Annex 16: List of Beneficiaries (Learning Events) by Country (1 January 2024–15 September 2025)

Country	Number of participants	Country	Number of participants	Country	Number of participants
Afghanistan*	1679	Germany	4164	Pakistan	15709
Albania	318	Ghana	6368	Palau*	25
Algeria	968	Greece	1074	Panama	839
Andorra	45	Grenada*	134	Papua New Guinea*	777
Angola*	1033	Guatemala	580	Paraguay*	530
Antigua and Barbuda*	55	Guinea*	440	Peru	5508
Argentina	2841	Guinea Bissau*	67	Philippines	11883
Armenia*	209	Guyana*	194	Poland	1261
Australia	3075	Haiti*	796	Portugal	3044
Austria	746	Honduras	1439	Qatar	656
Azerbaijan*	813	Hungary	330	Republic of Korea	6851
Bahamas*	105	Iceland	27	Republic of Moldova*	135
Bahrain	173	India	57263	Romania	813
Bangladesh*	19561	Indonesia	9220	Russian Federation	719
Barbados	148	Iran (Islamic Republic of)	1389	Rwanda*	4245
Belarus	74	Iraq	1189	Saint Kitts and Nevis*	37
Belgium	1404	Ireland	1163	Saint Lucia*	144
Belize*	146	Israel	125	Saint Vincent and the Grenadines*	42
Benin*	2213	Italy	3921	Samoa*	449
Bhutan*	425	Jamaica*	428	San Marino	1
Bolivia (Plurinational State of)*	3046	Japan	1149	Sao Tome and Principe*	58
Bosnia and Herzegovina	120	Jordan	901	Saudi Arabia	3114
Botswana*	954	Kazakhstan*	955	Senegal*	1552
Brazil	33798	Kenya	12797	Serbia	305
Brunei Darussalam	216	Kiribati	81	Seychelles*	186
Bulgaria	204	Kuwait	158	Sierra Leone*	854
Burkina Faso*	1773	Kyrgyzstan	403	Singapore*	2066
Burundi*	496	Lao People’s Democratic Republic*	178	Slovakia	264
Cabo Verde*	155	Latvia	75	Slovenia	40

Cambodia*	774	Lebanon	806	Solomon Islands*	421
Cameroon	3098	Lesotho*	656	Somalia*	2539
Canada	10569	Liberia*	771	South Africa	12270
Central African Republic*	154	Libya	338	South Sudan*	549
Chad*	650	Liechtenstein	1	Spain	5518
Chile	2053	Lithuania	661	Sri Lanka	7084
China	36632	Luxembourg	266	State of Palestine**	175
Colombia	10384	Madagascar*	688	Sudan*	1816
Comoros*	147	Malawi*	2212	Suriname*	103
Congo	592	Malaysia	5115	Sweden	711
Cook Islands*	69	Maldives*	84	Switzerland	1488
Costa Rica	1283	Mali*	946	Syrian Arab Republic	473
Côte d'Ivoire	2362	Malta	187	Tajikistan*	296
Croatia	108	Marshall Islands*	20	Thailand	1827
Cuba*	335	Mauritania*	209	Timor-Leste*	134
Cyprus	225	Mauritius*	500	Togo*	1151
Czech Republic	252	Mexico	14677	Tonga*	164
Democratic People's Republic of Korea	47	Micronesia (Federated States of)*	39	Trinidad and Tobago*	829
Democratic Republic of the Congo*	1615	Monaco	23	Tunisia	1787
Denmark	384	Mongolia*	463	Türkiye	18502
Djibouti*	157	Montenegro	44	Turkmenistan*	81
Dominica*	89	Morocco	2339	Tuvalu*	42
Dominican Republic*	2124	Mozambique*	2475	Uganda*	4427
Ecuador	3462	Myanmar*	913	Ukraine	871
Egypt	5240	Namibia	747	United Arab Emirates	27864
El Salvador	1294	Nauru*	16	United Kingdom of Great Britain and Northern Ireland	10016
Equatorial Guinea	82	Nepal*	2498	United Republic of Tanzania*	6957
Eritrea*	33	Netherlands	3201	United States of America	11776
Estonia	46	New Zealand	652	*Unreported*	15747
Eswatini*	375	Nicaragua	266	Uruguay	514
Ethiopia*	3608	Niger*	715	Uzbekistan*	3528
Fiji*	1558	Nigeria	19942	Vanuatu*	215

Finland	376	Niue*	6	Venezuela, Bolivarian Republic of	886
France	4946	North Macedonia*	97	Viet Nam	2260
Gabon	229	Norway	371	Yemen*	930
Gambia (Republic of The)*	361	Oman	345	Zambia*	3647
Georgia	541	*Other*	241	Zimbabwe*	3147
				Total	**552273**

Notes: 1) Beneficiary statistics by country from the period of 1 January 2024 to 15 September 2025, as recorded by Programme Units in the UNITAR Events Management System for learning-related events. Beneficiaries are recorded as "participations" and may not necessarily be unique participations. This list does not include participants from non-learning events, such as conferences, as nationalities of participants are not recorded. The number of overall beneficiaries with nationalities for the period from 1 January 2024 to 15 September 2025 is 556,437. Countries with an (*) signify a special situation country. As 2025 is ongoing, "unreported" data will be confirmed during the fourth quarter. "Other" data are geographic territories that are not Member States. Countries with two (**) are permanent non-member observer states in the General Assembly of the United Nations: the Holy See and Palestine.

Country	Number of participants	Country	Number of participants	Country	Number of participants
Afghanistan*	2327	Ghana	2327	Pakistan	5964
Albania	387	Greece	1054	Palau*	13
Algeria	678	Grenada*	43	Panama	1362
Andorra	25	Guatemala	1547	Papua New Guinea*	428
Angola*	649	Guinea*	479	Paraguay*	1072
Antigua and Barbuda*	67	Guinea Bissau*	72	Peru	7010
Argentina	5586	Guyana*	240	Philippines	5857
Armenia*	168	Haiti*	738	Poland	788
Australia	2418	Holy See (Vatican City State)**	5	Portugal	3749
Austria	407	Honduras	2095	Qatar	243
Azerbaijan*	356	Hungary	290	Republic of Korea	653
Bahamas*	57	Iceland	34	Republic of Moldova*	93
Bahrain	215	India	46008	Romania	407
Bangladesh*	2291	Indonesia	4567	Russian Federation	968
Barbados	100	Iran (Islamic Republic of)	886	Rwanda*	1214
Belarus	105	Iraq	1079	Saint Kitts and Nevis*	15
Belgium	1147	Ireland	948	Saint Lucia*	105

Belize*	144	Israel	146	Saint Vincent and the Grenadines*	32
Benin*	1512	Italy	2693	Samoa*	41
Bhutan*	215	Jamaica*	273		
Bolivia (Plurinational State of)*	3266	Japan	754	Sao Tome and Principe*	47
Bosnia and Herzegovina	84	Jordan	671	Saudi Arabia	1282
Botswana*	428	Kazakhstan*	472	Senegal*	2390
Brazil	38366	Kenya	9045	Serbia	243
Brunei Darussalam	87	Kiribati	29	Seychelles*	48
Bulgaria	267	Kuwait	122	Sierra Leone*	378
Burkina Faso*	1389	Kyrgyzstan	218	Singapore*	2105
Burundi*	220	Lao People’s Democratic Republic*	100	Slovakia	77
Cabo Verde*	155	Latvia	87	Slovenia	56
Cambodia*	439	Lebanon	717	Solomon Islands*	170
Cameroon	2593	Lesotho*	182	Somalia*	1311
Canada	5086	Liberia*	361	South Africa	5041
Central African Republic*	224	Libya	519	South Sudan*	206
Chad*	786	Liechtenstein	4	Spain	5903
Chile	2512	Lithuania	255	Sri Lanka	1551
China	56443	Luxembourg	197	State of Palestine**	198
Colombia	15505	Madagascar*	559	Sudan*	597
Comoros*	150	Malawi*	538	Suriname*	69
Congo	564	Malaysia	2895	Sweden	520
Cook Islands*	28	Maldives*	77	Switzerland	1987
Costa Rica	1471	Mali*	1568	Syrian Arab Republic	276
Côte d'Ivoire	1641	Malta	169	Tajikistan*	85
Croatia	131	Marshall Islands*	8	Thailand	1150
Cuba*	384	Mauritania*	134	Timor-Leste*	42
Cyprus	138	Mauritius*	290	Togo*	863
Czech Republic	157	Mexico	22478	Tonga*	49
Democratic People's Republic of Korea	32	Micronesia (Federated States of)*	15	Trinidad and Tobago*	518
Democratic Republic of the Congo*	1163	Monaco	12	Tunisia	1615
Denmark	294	Mongolia*	372	Turkey	4314
Djibouti*	104	Montenegro	36	Turkmenistan*	38

Dominica*	46	Morocco	2097	Tuvalu*	13
Dominican Republic*	1196	Mozambique*	1607	Uganda*	2251
Ecuador	11198	Myanmar*	614	Ukraine	304
Egypt	3879	Namibia	353	United Arab Emirates	29670
El Salvador	2201	Nauru*	17	United Kingdom of Great Britain and Northern Ireland	7801
Equatorial Guinea	71	Nepal*	977	United Republic of Tanzania*	1760
Eritrea*	35	Netherlands	14895	United States of America	9884
Estonia	48	New Zealand	516	*Unreported*	6598
Eswatini*	204	Nicaragua	712	Uruguay	821
Ethiopia*	2137	Niger*	601	Uzbekistan*	451
Fiji*	482	Nigeria	8816	Vanuatu*	79
Finland	277	Niue*	3	Venezuela, Bolivarian Republic of	2142
France	3942	North Macedonia*	84	Viet Nam	1349
Gabon	298	Norway	351	Yemen*	522
Gambia (Republic of The)*	158	Oman	291	Zambia*	1497
Georgia	282	*Other*	155	Zimbabwe*	1476
Germany	3683				
				Total	**453356**

Notes: 1) Beneficiary statistics by country from the period of 1 January 2022 to 15 September 2023, as recorded by Programme Units in the UNITAR Events Management System for learning-related events. Beneficiaries are recorded as "participations" and may not necessarily be unique participations. This list does not include participants from non-learning events, such as conferences, as nationalities of participants are not recorded. The number of overall beneficiaries with nationalities for the period from 1 January 2022 to 15 September 2023 is 453,356. Countries with an (*) signify a special situation country. As 2023 is ongoing, "unreported" data will be confirmed during the fourth quarter. "Other" data are geographic territories that are not Member States. Countries with two (**) are permanent non-member observer states in the General Assembly of the United Nations: the Holy See and Palestine.

Annex 17: List of LDCs, LLDCs and SIDS

Afghanistan	Guinea	Rwanda
Angola	Guinea-Bissau	Samoa
Antigua and Barbuda	Guyana	Sao Tome and Principe
Armenia	Haiti	Senegal
Azerbaijan	Jamaica	Seychelles

Bahamas	Kazakhstan	Sierra Leone
Bangladesh	Kiribati	Singapore
Belize	Kyrgyzstan	Solomon Islands
Benin	Lao People’s Dem. Republic	Somalia
Bhutan	Lesotho	South Sudan
Botswana	Liberia	St. Kitts and Nevis
Burkina Faso	Madagascar	St. Lucia
Burundi	Malawi	St. Vincent and the Grenadines
Cabo Verde	Maldives	Sudan
Cambodia	Mali	Suriname
Central African Republic	Marshall Islands	Tajikistan
Chad	Mauritania	Timor-Leste
Comoros	Mauritius	Togo
Cook Islands	Mongolia	Tonga
Cuba	Mozambique	Trinidad and Tobago
Democratic Republic of the Congo	Myanmar	Turkmenistan
Djibouti	Nauru	Tuvalu
Dominica	Nepal	Uganda
Dominican Republic	Niger	United Republic of Tanzania
Eritrea	Niue	
Eswatini	North Macedonia	Uzbekistan
Ethiopia	Palau	Vanuatu
Federated States of Micronesia	Papua New Guinea	Yemen
Fiji	Paraguay	Zambia
Gambia	Plurinational State of Bolivia	Zimbabwe
Grenada	Republic of Moldova	

Annex 18: Integrated Results and Resources Framework Integrated and Resources Framework(issued separately as UNITAR/BT/66/xxx)