

Programme Performance Report

For the Biennium 2016-2017

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unitar

United Nations Institute for Training and Research

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Programme Objectives

PO 1 STRENGTHEN MULTILATERALISM

- PO1.1 Empower Delegates for Effective Participation in Intergovernmental Debates and Decision-Making
- PO1.2 Research Capacities Developed to Broaden the Participation in International Work and Debates on Global Issues

PO 2 PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION

- PO2.1 Strengthen Capacities for Trade, Finance, Investment, and Intellectual Property
- PO2.2 Strengthen Capacities to Address Human Mobility in the Context of Development Objectives
- PO2.3 Strengthen Capacities to Development and Good Governance
- PO2.4 Strengthen Capacities to Increase Employability, to Optimize the Potential of Creative Industries and to Protect Cultural and Natural Heritage

PO 3 ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT

- PO3.1 Strengthen Capacities to Foster a Green and Low Carbon and Climate Resilient Transition
- PO3.2 Strengthen Capacities to Manage Dangerous Chemicals and Wastes in a Sound and Sustainable Manner
- PO3.3 Strengthen Governance Structures and Skills for Public Participation and Open, Transparent, Accountable and Rights-based Decision-making

PO 4 PROMOTE SUSTAINABLE PEACE

- PO4.1 Strengthen Capacities of Member States, UN and Regional Organizations to Prevent and Resolve Conflict, and Build Peace
- PO4.2 Improve the Preparedness of Civilian, Military and Police Personnel to Serve in Peace Operations
- PO4.3 Develop Capacities of Countries in Transition from Post-Conflict Situations

PO 5 IMPROVE RESILIENCE AND HUMANITARIAN ASSISTANCE

- PO5.1 Leverage Technology to Generate Geospatial Information and Create Integrated Solutions for Human Security, Peace and Socio-Economic Development
- PO5.2 Develop Credible and Reliable Support Systems for Improved Disaster Risk Reduction

PO 6 SUPPORTING THE ADOPTION AND ADAPTATION BY MEMBER STATES OF THE 2030 AGENDA

Functional Objectives

FO 1 SOUND EXECUTIVE LEADERSHIP

FO1.1 Maintain Effective Leadership, Stewardship, Governance and Outreach

FO 2 STRENGTHEN PROGRAMMING FOR RESULTS

FO2.1 Further Strengthen Internal Capacities for Effective and Efficient Planning and Delivery of Results

FO2.2 Further Strengthen the Quality of UNITAR Products and Services

FO 3 OPTIMIZE EFFICIENCY

FO 3.1 Optimize Efficiency by Leveraging Programme Synergies, Streamlining Internal Operations and Reducing External Service Costs

FO 4 INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS

FO 4.1 Increase and Diversify Financial Resources with an Emphasis on New, Emerging Donor Countries and the Private Sector

FO 4.1 Increase the Breadth and Depth of Partnerships in Programming

FO 5 ENHANCE COMMUNICATION

FO 5 .1 Enhance Coherence and Effectiveness of Communications, Engage Stakeholders and Strengthen Branding

Abbreviations

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

FBS	Finance and Budget Section
FO	Functional Objective
GA	General Assembly
GCP	Green Development and Climate Change Programme
GDACS	Global Disaster Alert and Coordination
GE	Green Economy
GEF	Global Environment Facility
GFMD	Global Forum on Migration and Development
GHS	Global Harmonized System
GIS	Geographic Information System
GWP	Global Water Partnership
HA	Humanitarian Assistance
HFA	Hyogo Framework for Action
HO	Hiroshima Office
HRS	Human Resources Section
KSI	Knowledge Systems Innovation
EIFPA	Public Finance Institute of Argentina
ICAO	International Civil Aviation Organization
IETC	International Environment Technology Centre (UNEP)
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
KPI	Key Performance Indicator
KSI	Knowledge Systems Innovation Section
LDC	Least-developed Country
LLDC	Land-locked Developing Country
MDP	Multilateral Diplomacy Programme
MEA	Multilateral Environmental Agreement
MEFMI	Macroeconomic and Financial Management Institute
M&E	Monitoring and Evaluation
MHUV	Ministère de l'Habitat, de l'Urbanisme et de la Ville (Algérie)
MIA	Mercury Initial Assessment
MOOC	Massive Open Online Course
Nano	Nanotechnology
NAP	National Adaptation Plans
NGO	Non-governmental Organization
NM	Not measured
NYO	New York Office
OCHA	Office for the Coordination of Humanitarian Affairs
OED	Office of the Executive Director
OHCHR	Office of the High Commissioner for Human Rights
QAC	Quality Assurance Committee
PAGE	Partnership for Action on Green Economy

PCB	Polychlorobiphenyls
PHPO	Port Harcourt Project Office (UNITAR)
PFTP	Public Finance and Trade Programme
PRM	Partnership and Resource Mobilization Section
PMCP	Peacemaking and Conflict Prevention Programme
PO	Programme Objective
POPs	Persistent Organic Pollutants
PPR	Programme Performance Report
PPRS	Planning, Performance and Results Section
PTDF	Petroleum Technology Development Fund
PRTR	Pollutant Release Transfer Registrar
PTP	Peacekeeping Training Programme
QAC	Quality Assurance Committee
QAF	Quality Assurance Framework
REACH	Registration, Evaluation, Authorization and Restriction of Chemicals
RBM	Results-based Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SAICM	Strategic Approach to Integrated Chemicals Management
SCP	Sustainable Consumption and Production
SDP	Social Development Programme
SDG	Sustainable Development Goal
SG	Secretary-General
SIDS	Small Island Developing States
SRSG	Special Representatives of the Secretary-General
ToT	Training of Trainers
UN CC:Learn	One United Nations Climate Change Learning Partnership
UNCTAD	United Nations Conference on Trade and Development
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNDP	United Nations Development Programme
UNOSAT	UNITAR Operational Satellite Applications Programme
VLE	Virtual Learning Environment
WAIFEM	West African Institute for Financial and Economic Management
WCDRR	World Conference on Disaster Risk Reduction
WHS	World Heritage Sites
WTO	World Trade Organization

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SDG 15 Life on Land

SDG 16 Peace, Justice and Strong Institutions

SDG 17 Partnerships for the Goals



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Executive Summary

This report records actual against planned performance based on the indicators of outcome achievement and outputs of the revised 2016-2017 UNITAR Programme Budget. Out of the 130 outcome indicators, 66 per cent were recorded as either having been surpassed or met within 10 percent of target, while 5 per cent were partially achieved. Fifteen per cent were not achieved, of which 4 per cent were due to lack of funding. Twenty-one per cent were not measured. Out of the 140 planned outputs, 66 per cent were recorded as either having been surpassed or met within 10 percent of target, while 32 per cent were not achieved with half due to lack of funding.

Trained beneficiaries are by far the Institute's leading, final output. Over the course of the 2016-2017 cycle, UNITAR registered a record number of 111,955 beneficiaries, greatly exceeding the number of planned beneficiary outputs in the Programme Budget and representing an increase of some 30,000 beneficiaries recorded during the 2014-2015 biennium. Beneficiaries from learning-related events amounted to 73,877 (66 per cent), while the number of knowledge-sharing beneficiaries participating in conferences, side events and public lectures was 38,078 (34 per cent). Eighty-three per cent of learning-related beneficiaries came from developing countries, with 61 per cent of this grouping represented by beneficiaries from countries in special situations, including the least developed countries, the landlocked developing countries and/or the small island developing States. The overall male to female ratio for the biennium for learning-related events was 66 to 34 (and 56 to 44 without counting peacekeeping training beneficiaries).

The Institute delivered an increasing number of events over the 2016-2017 biennium with 950 events and 6,430 cumulative 'event days'. Online learning continues to represent an important

delivery modality, with some 36 per cent of beneficiaries trained through e-courses and webinars. Over the course of the 2016-2017 cycle, UNITAR maintained a strong partnership strategy, with some 67 per cent of learning-related beneficiaries participating in events implemented with partners.

UNITAR's learning services continued to receive positive feedback, with respondents agreeing or strongly agreeing that training was relevant to their jobs (86 per cent), that information was new (74 per cent), that there was intent to use the information (90 per cent) and that the training was considered as overall useful (91 per cent). The total number of learning event certifications for the biennium stood at 36,588, with 59 per cent being certificates of participation and 41 per cent certificates of completion. The Institute administered an annual online survey to randomly sampled participants from learning-related events. Of the sampled participants, 82 per cent of respondents confirmed having applied/transferred knowledge/skills in both 2016 and 2017.

In addition to beneficiaries from learning-specific events and knowledge-sharing conferences, the Institute also delivered a number of other outputs, including 660 satellite imagery derived maps and reports to support the international humanitarian community covering both natural disasters and conflict situations.

During the biennium, UNITAR aligned its programming with the 2030 Agenda for Sustainable Development. Eighty per cent of UNITAR beneficiary outputs are associated with programming aligned with Sustainable Development Goals (SDGs) 12 (Responsible Consumption and Production), SDG 13 (Climate Action) and SDG 16 (Peace, Justice and Strong Institutions). While all outputs are associated with results areas aligned to the SDGs, only 30 per cent of the 80 programme results areas are strongly aligned to the relevant primary Goal when taking into consideration the SDG indicator(s). While UNITAR's level of output is significant (and growing), the contribution that UNITAR is making towards helping Member States implement the 2030 Agenda is modest. This largely stems from the relatively small size of UNITAR projects on average and the lack of strong alignment when considering the SDG indicators. As discussed in the report, there are some areas where the contribution UNITAR programme is assessed as strong or moderate to strong, however.

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






Introduction

1. The Programme Performance Report for the 2016-2017 Biennium presents the results of the fifth performance reporting exercise that UNITAR has undertaken since results-based programme budgeting was introduced in 2008. The report compiles performance information from all UNITAR offices, programmes, sections and units specifying expected results in the revised 2016-2017 Programme Budget, in accordance with the respective high-level programme and functional objectives of the 2014-2017 strategic framework. In addition to recording an assessment of expected accomplishments, the report also includes ratings against output targets and lists any non-programmed results (i.e. outcomes or outputs not included in the revised budget) that were achieved. Finally, the report also includes discussion on the alignment of UNITAR programming to the 2030 Agenda for Sustainable Development, with an assessment of the contribution that UNITAR is making to helping Member States achieve the Sustainable Development Goals (SDGs) based on performance and degree of alignment with the Goal indicators.

Methodology

2. Programme performance reporting is a key element of the Institute's accountability framework and is undertaken by managers as a self-assessment exercise using a harmonized reporting format. Based on the actual performance reported by UNITAR divisions, the Planning, Performance Monitoring and Evaluation Unit (PPME) assigned traffic light ratings to each expected outcome and output recorded in the revised Programme Budget. In addition to the green, yellow and red traffic lights (as used in part reporting exercises), the present report includes an additional category for the assessment of each accomplishment indicator and output with a red circle, indicating that the expected result was "reported as not funded". The report presents performance on the basis of the programme and functional objectives as opposed to performance on an individual programme basis.

Table 1: Performance Reporting Traffic Light Indicators

	Target surpassed or met within 10%
	Achieved (10% - 29% away from target)
	Not achieved (more than 30% from target)
	Reported as not funded
	Not measured or reported

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



UN Photo / Olivier Chassot

Summary of Achievements

4. The Institute planned to achieve **105 outcome-level accomplishments** for the 2016-2017 biennium (measured against a total of 163 performance indicators), including 79 and 26 accomplishments under the budget's programme and functional objective areas respectively. Forty-six of the 65 programme-related accomplishments (or 70 per cent) are learning-related (e.g. development of knowledge, skills, attitudes or awareness).
5. As shown in Table 2 and Chart 1 below, 105 accomplishment indicators (or 64 per cent) were recorded by management as either having been surpassed or met within 10 per cent of target, 12 (or 7 per cent) partially achieved within 29 per cent of target, 9 (or 6 per cent) were not achieved as 30 per cent or more from the target and 9 (or 6 per cent) not achieved due to a lack of funding. Twenty-eight expected outcome accomplishment indicators (or 17 per cent) were not measured or recorded.

Table 2






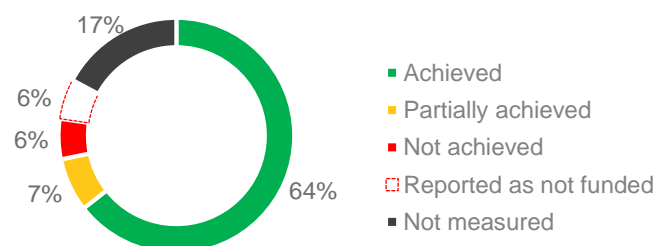
Performance Against Accomplishment Target Indicators					
					Total
105	12	9	9	28	163

Chart 1: Outcome Achievement

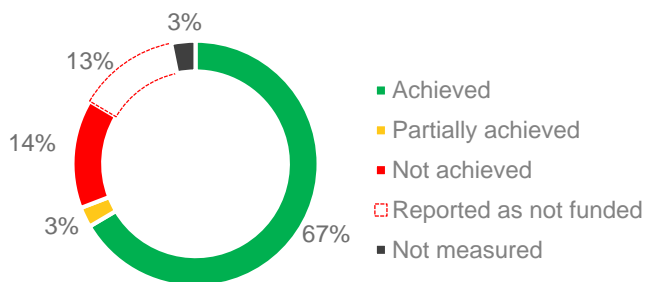


6. As shown in Table 3 and Chart 2 below, **125 outputs** (or 67 per cent) were recorded by management as either having been surpassed or met within 10 percent of target, 5 (or 3 per cent) partially achieved within 29 per cent of target; 27 outputs (or 14 per cent) were not achieved 30 per cent or more away from the target and 25 (or 13 per cent) not achieved due to a lack in funding. Six planned outputs (or 3 per cent) were not measured or recorded.

Table 3

Performance Against Planned Outputs					
●	●	●	○	●	Total
125	5	27	25	6	188

Chart 2: Output Achievement



7. Annex I provides a breakdown of outcome and output ratings by strategic and functional objectives. As with previous programme budgets, the nature of outcome and outputs varies considerably. In addition to external results (e.g. strengthened individual and institutional capacities of beneficiaries in the major thematic programming areas), a number of accomplishments reflects in-ward looking outcomes, such as the maintenance of sound financial statements, improved accountability for delivering results or increased cost-effectiveness of IT solutions and plans.
8. As shown above, a number of outcome and output areas were not measured or reported. Reasons for non-measurement/non-reporting include technical difficulties in measurement, lack of readily available data or time constraints. The outcome indicators associated with outputs in which programming was unfunded were not measured.



UN Photo / Herve Serefio

Leading Output - Beneficiaries

9. Beneficiaries from learning-related and broader knowledge-sharing events are UNITAR's leading output. The Institute provided learning and knowledge-sharing services to 111,955 beneficiaries during the 2016-2017 biennium, as reported in the events management system (EMS). This biennium is the third consecutive two-year budget cycle in which the benchmark of 50,000 beneficiaries was surpassed and records the largest number of beneficiaries per two-year budget cycle in the Institute's history.
10. This number exceeded by far the number of planned beneficiary outputs of 55,562, as illustrated in Charts 3 and 4 below. The discrepancy is due, in part, to a higher than planned number of participations from Programme Objective (PO) 2- Promote Economic Development and Social Inclusion, PO3-Advance Environmental Sustainability, and PO4-Promote Sustainable Peace. Specifically, these numbers result mostly from the African Contingency Operations Training and Assistance Programme (ACOTA) training workshops for African peacekeepers, the UN CC:Learn introductory e-courses on climate change and beneficiaries from programming implemented by the Global Network of International Training Centres for Leadership and Authorities (CIFAL). The programme objectives related to economic development and social inclusion, environment and peace also comprise the largest number of UNITAR beneficiaries as shown in Chart 3, below.

11. Chart 4 illustrates that the actual number of beneficiaries virtually doubled those planned, with 54,965 additional beneficiaries and another 1,538 reported from unplanned programming. In previous years, programme performance results have reported a large discrepancy with the EMS reported data. In 2014-2015, the biennium reported 33,000 more beneficiaries in the EMS than reported by programme managers from non-programmed training activities and/or knowledge-sharing outreach events such as conferences, public lectures or side-events not recorded in the programme budget. However, the 2016-2017 biennium shows an improvement in reporting between the programme performance and EMS with more similar figures of 112,065 and 109,243 beneficiaries, respectively.

Chart 3: 2016-2017 Planned v. Actual Beneficiary Outputs by Programme Objective Area

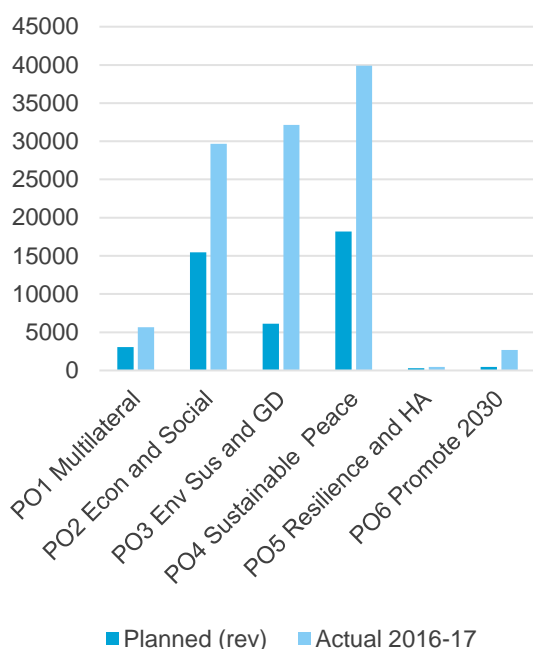
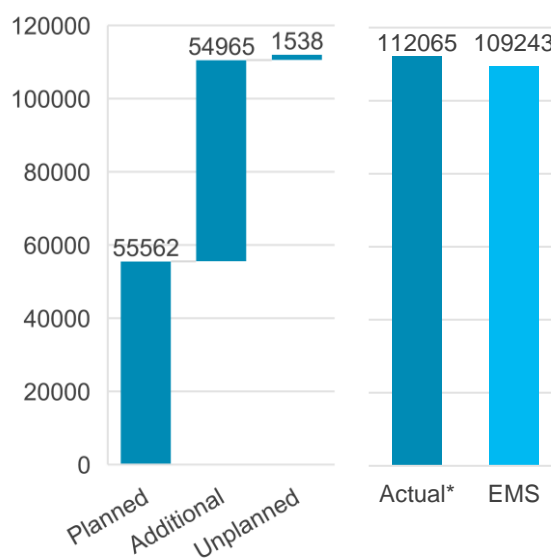


Chart 4: 2016-2017 Planned, Additional and Unplanned Beneficiaries in PPR Actual compared to EMS Reporting



*Actual includes the 1,538 beneficiaries from unplanned programming

12. As compared with the 2014-2015 biennium, the number of beneficiaries reported in 2016-2017 increased by 48 per cent, as shown in Chart 5a. This large increase in beneficiary outreach is explained by the growth in face-to-face and e-Learning events (discussed in Chart 17) and particularly by the increase in CIFAL, ACOTA and UN CC:Learn-related beneficiaries. In the previous biennium, there was a large increase in learning-related beneficiaries over the two-year period. However, the number of beneficiaries from learning-related events and conference knowledge-sharing organized by UNITAR remained rather steady over the biennium, reaching over 37,000 and 18,000 beneficiaries respectively (Chart 5b).

Chart 5a: Comparing Biennia for Beneficiary Outreach in Event Type

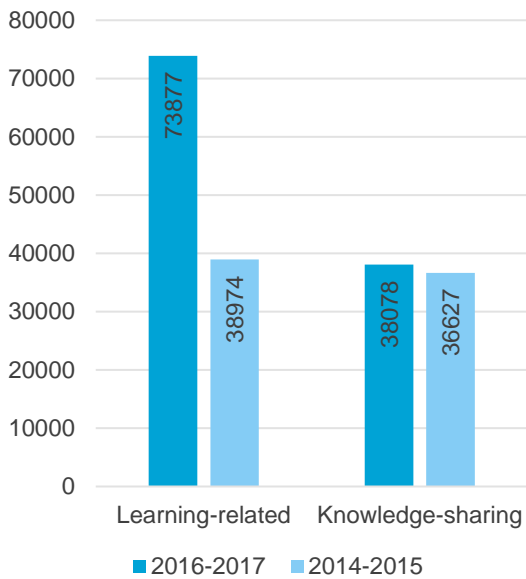
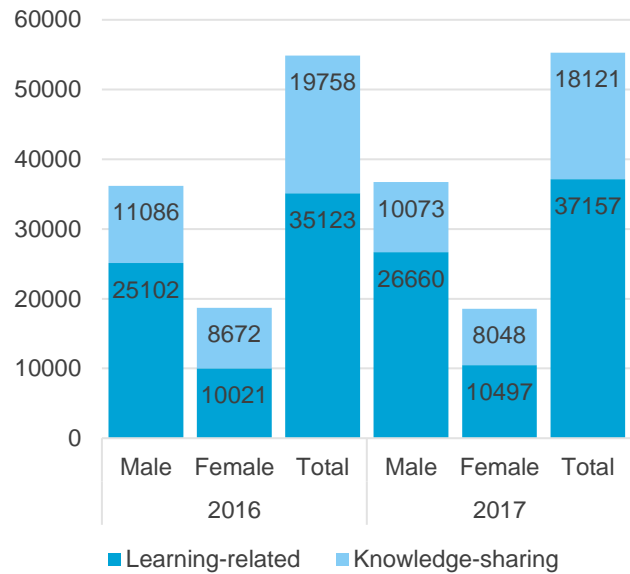


Chart 5b: 2016-2017 Gender Breakdown for the Number of Beneficiaries



13. UNITAR also delivered an increasing number of events over the course of the biennium, with an all-time high of 950 events, as shown in Chart 6. Seventy per cent of UNITAR events are learning-related. Broader knowledge-sharing outreach events, such as conferences, public lectures and side events, represent a smaller share, at 30 per cent, of all events recorded during the biennium.



UN Photo / Jean-Marc Ferré

14. UNITAR delivered a total of 6,436 'event days' over the course of the 2016-2017 biennium, 90 per cent of which were training-related (see Charts 7, 8 and 9).¹ The breakdown both in terms of numbers and types of events varies widely across UNITAR divisions, as illustrated in Chart 9. Some programme areas, such as Support to the Implementation of the 2030 Agenda, Knowledge Systems Innovation, Multilateral Diplomacy and Peacekeeping, focus entirely or almost entirely on training-related events and outputs (many of which were specific to learning outcomes), whereas other programmes, such as UNITAR Operational Satellite Applications Programme (UNOSAT) and the CIFAL Global Network, engage in a mixture of training-related and broader knowledge-sharing events and outputs.

Chart 6: Number of Events

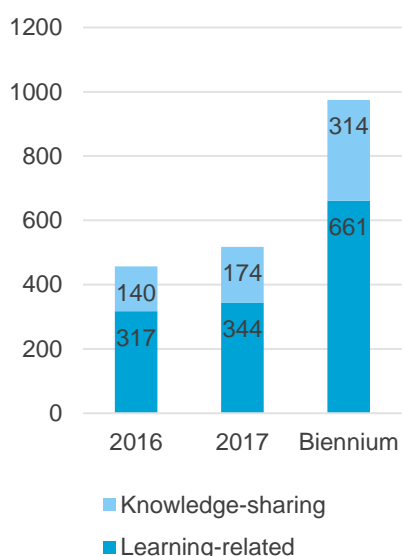


Chart 7: Number of Event Days

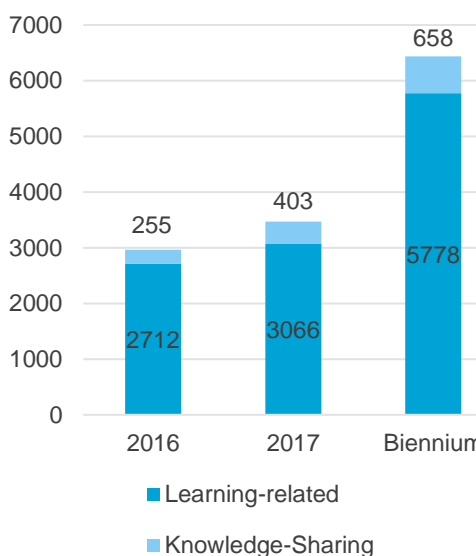


Chart 8: 2016-2017 Proportion of Learning-related Event Days

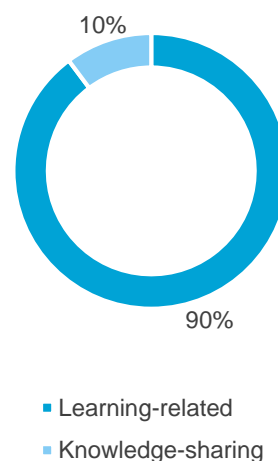
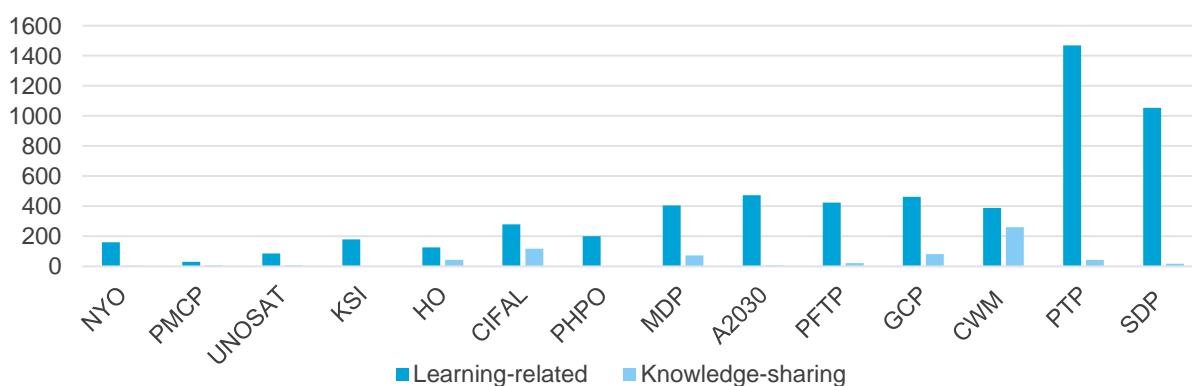


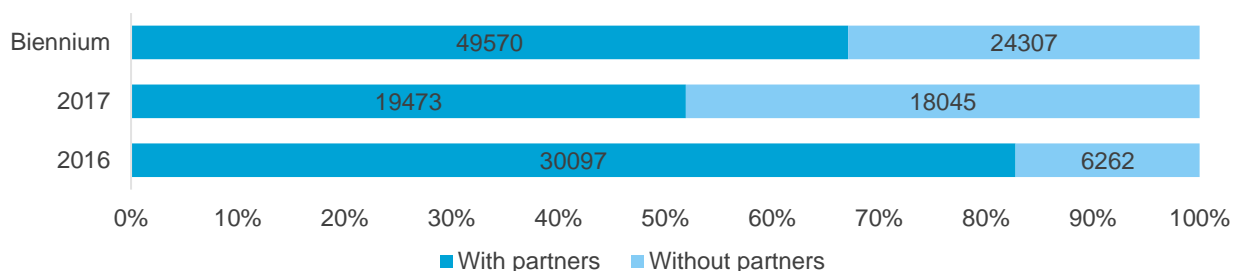
Chart 9: 2016-2017 Event Days Distribution by UNITAR Division



¹ Number of events recorded independent of beneficiaries.

15. The Institute continues to leverage partnerships in delivering results, with 30,097 (or 67 per cent) learning-related beneficiaries taking part in events implemented with partners during the biennium, although the rate has decreased from 81 per cent reported in 2014-2015. The decrease in partnerships during the 2016-2017 biennium is due to the 2017 figures at 52 per cent of partnerships. Partners have included organizations as diverse as other United Nations agencies, regional organizations, national training institutes, foundations, universities, non-governmental organizations and the private sector.

Chart 10: Learning-related Beneficiaries by Partnership



UN Photo / Jean-Marc Ferré

16. The Institute targets primarily beneficiaries from developing countries (see Chart 11), with 83 per cent of learning-related beneficiaries coming from this grouping (and 50 per cent of all beneficiaries coming from special situations, of which 47 per cent are from the least developed countries (LDCs), like the two-previous biennia. Chart 12 illustrates the breakdown within the group of developing countries. The proportion of beneficiaries from countries in special situations, comprising the LDCs, the landlocked developing countries (LLDCs) and the small island developing States (SIDS), accounts for 61 per cent of developing country beneficiaries.

Chart 11: 2016-2017 Learning-related Beneficiary Breakdown by Development Status

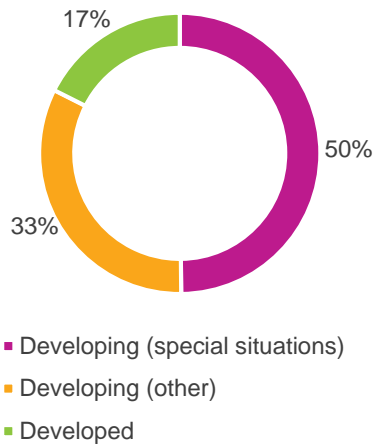
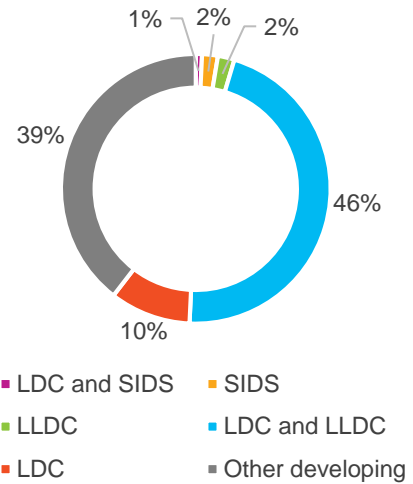


Chart 12: 2016-2017 Learning-related Beneficiary Breakdown by Developing Countries Status



17. As shown in Chart 13, the largest proportion of learning-related beneficiaries comes from Africa (53 per cent), followed by Latin America and the Caribbean (22 per cent), Asia and the Pacific (11 per cent), Europe (9 per cent) and Middle East and North America at 2 and 3 per cent, respectively.

Chart 13: 2016-2017 Learning-related Beneficiary Breakdown by Region

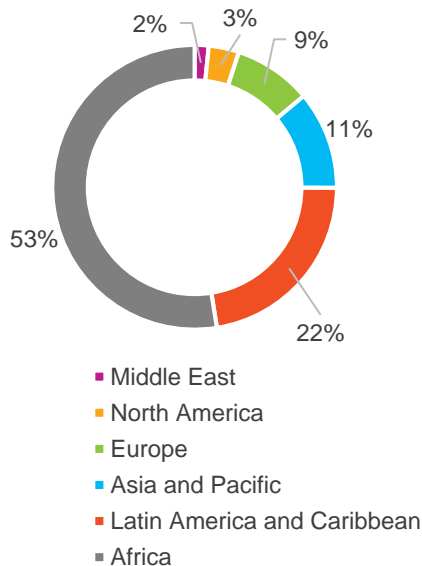
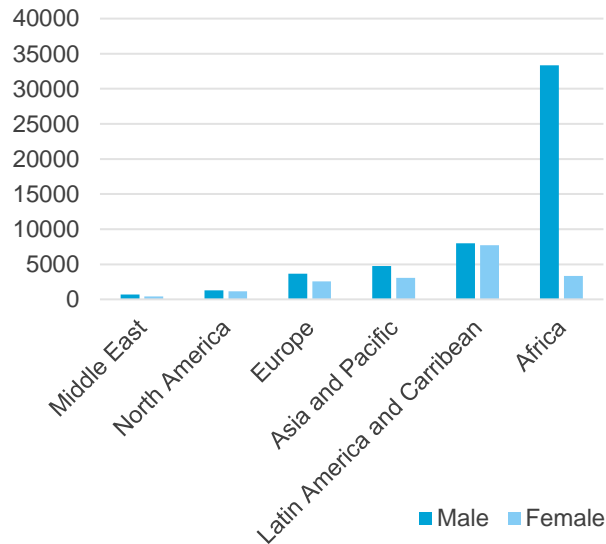


Chart 14: 2016-2017 Beneficiary Breakdown by Region and Gender



18. The distribution of beneficiaries by sex within the regional breakdown (Chart 14) is relatively balanced, except for Africa, which is due primarily to the high number of African military and policy personnel enrolled in the ACOTA peacekeeping training events, consistent with the results from the previous biennium. The overall male to female ratio for the 2016-2017 biennium stands at 66-34 (and 56-44 without peacekeeping training beneficiaries) which is very close to the previous biennium of 65-35 total ratio and 57-43 without PTP from 2014-2015.

Chart 15: 2016-2017 Learning-related Beneficiary Breakdown by Affiliation

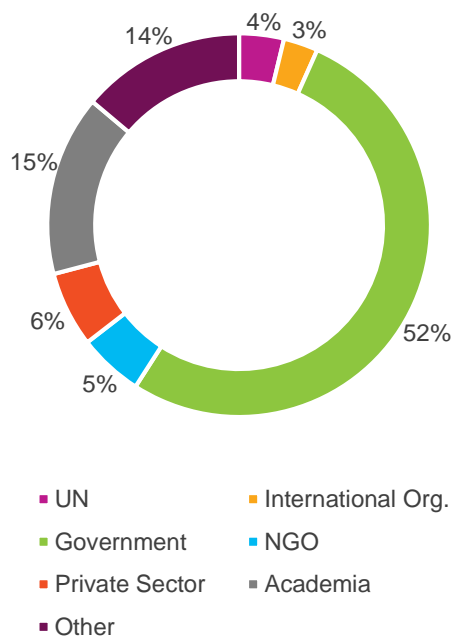
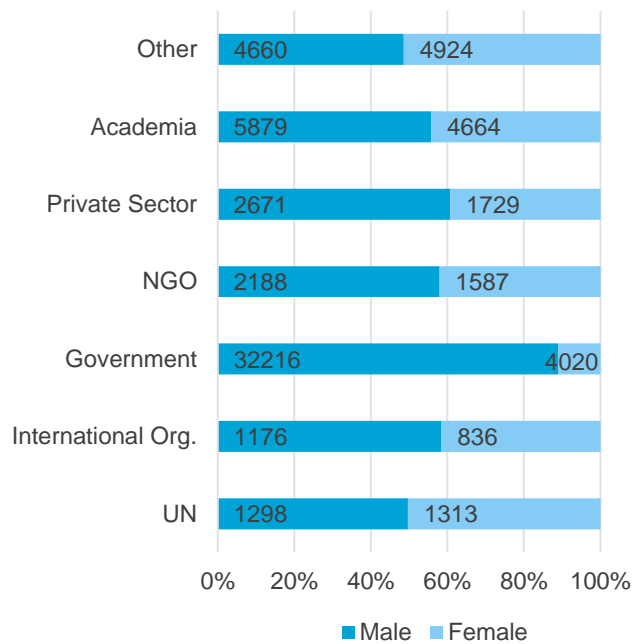


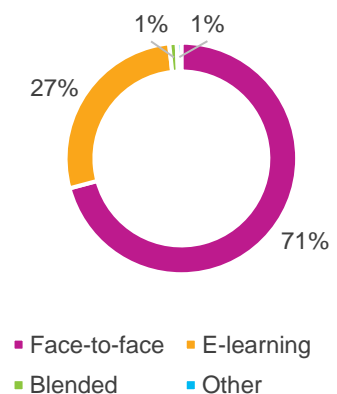
Chart 16: 2016-2017 Learning-related Gender Ratio for Beneficiary Affiliation



19. As shown in Charts 15 and 16, government-affiliated beneficiaries represent the largest proportion of training-related participations, and equally the affiliation with the greatest gender disparity (again largely attributed to the training targeting African peacekeepers). This result is similar to the 2014-2015 biennium.

20. While online learning continues to represent an important medium in which UNITAR delivers training, the proportion of e-Learning events has decreased from 34 per cent (2014-2015) to 27 per cent (see Chart 17). With two per cent of beneficiaries recorded from blended or other initiatives, the potential benefits of this form of training remain to be harnessed. The e-Learning beneficiary outreach almost doubled from the previous biennium (91 per cent increase), however, due to the marked increase in participants from UN:CC Learn e-courses. Nevertheless, face-to-face training remains the largest portion of events held during the 2016-2017 biennium at 71 per cent.

Chart 17: 2016-2017 Event Learning Delivery Mode



21. UNITAR recorded 35,693 participations in learning events during the 2016-2017 biennium, of which 21,765 participants received a certificate of participation and 14,823 a certificate of completion, or 61 per cent and 42 per cent respectively. Participation decreased by about 3,600 beneficiaries from the 2014-2015 biennium. Of the Institute's 661 events with specific learning outcomes, 331 (or 50 per cent) included an objective assessment of learning usually in the form of a post-test or criterion reference test, representing 20,550 (or 57 per cent) of all learning beneficiaries.



UN Photo / Logan Abassi

22. As Chart 19 below illustrates, about half of the beneficiaries completing learning events with objective assessments have met the requirements for certification of completion. Specifically, 47 per cent of the 38,981 learning-related beneficiaries with objective assessment received a certificate of completion. Thirty-one per cent received a certification of participation while 22 per cent completed events but were not issued a certificate or failed to meet the requirements for certification. Figures varied little across sex, although males represent a larger portion of the number of participations and certificates of completion. This is most likely due to gender imbalance of beneficiaries when accounting for peacekeeping training.

Chart 18: 2016-2017 Learning Event Participations v. Certifications

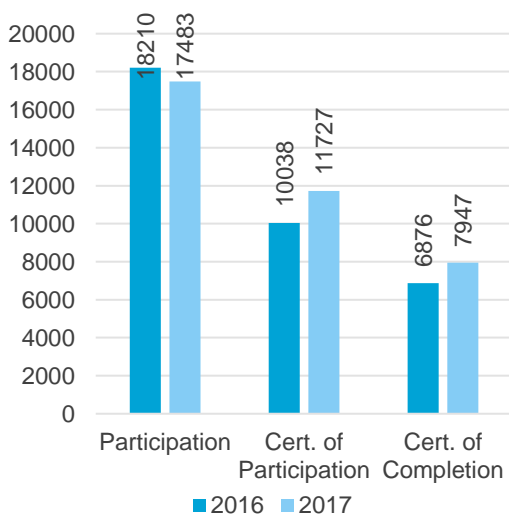
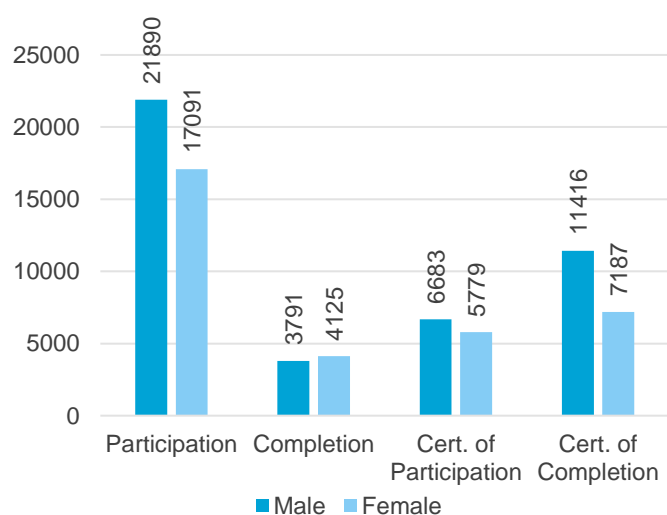
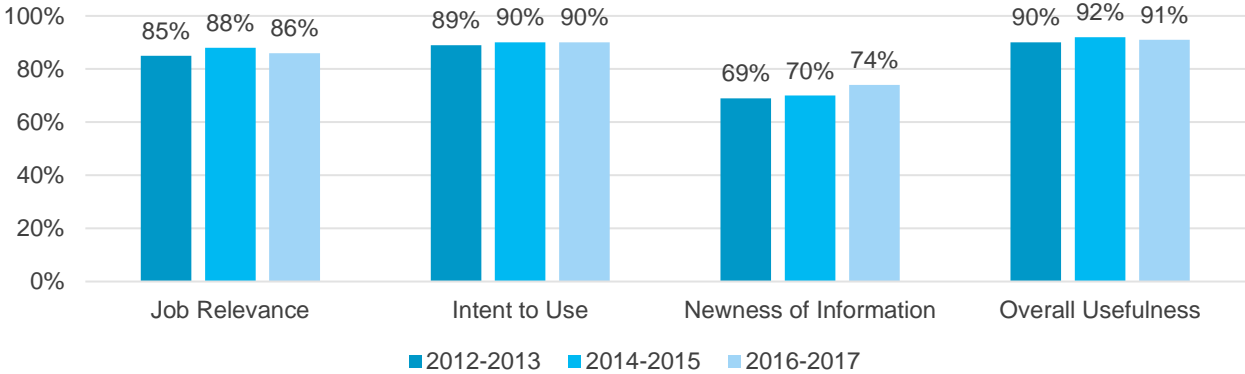


Chart 19: 2016-2017 Beneficiary Certificates for Learning-related Events with Objective Assessment



23. UNITAR continues to monitor feedback from beneficiaries with a view to assessing its training services across four key indicators: **job relevance, newness of information, intent to use and overall usefulness**. Of 661 learning events delivered to 73,877 beneficiaries during the biennium, feedback from respondents continued to reflect a high degree of appreciation with (and value in) UNITAR training services. Based on data collected (see Chart 20a), respondents agreed or strongly agreed that training was job relevant (86 per cent), that information was new to them (74 per cent), that it was likely they would use the information (90 per cent) and that the event was overall useful (91 per cent). The sex-disaggregated results (not shown) for 2016-2017 showed very little if any difference in the ratings. These rates have remained rather constant over the past three biennia, as shown in Chart 20, with 4 per cent increase for the newness of information from the previous biennium.

Chart 20a: Beneficiary Feedback Over Three Biennia



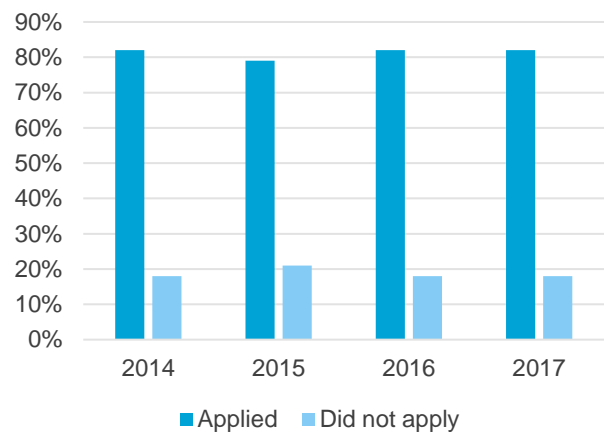
UN Photo / Paul Banks



UN Photo / Pasqual Gorriz

24. UNITAR administered an online questionnaire of randomly sampled participants from 2016 and 2017 learning events to measure the extent to which knowledge and skills acquired through training have been transferred or applied to participants' workplaces. Of the sampled participants, 82 per cent confirmed having applied/transferred knowledge/ skills in both 2016 and 2017, respectively (see Chart 20b).² As observed in Chart 21, the application of knowledge and skills has remained constant over the years at a rate of either above or below 80 per cent.

Chart 20b: Application of Knowledge/Skills



25. The leading enablers of knowledge/skills application/transfer were opportunity to apply and importance to job success; the top two barriers were lack of opportunity and lack of time. Application rates varied in 2015 by sex and affiliation, with 81 per cent and 74 per cent of male and female respondents affirming application, respectively. In addition to this measurement exercise, UNITAR undertook an evaluation of beneficiary application of knowledge and skills in both 2016 and 2017.

² Based on responses from 1,000 and 1,370 sampled participants from learning-related programming in 2016 and 2017 respectively.

Other Outputs

26. Parallel to emphasis being placed on training and learning-related outputs, the Institute has also produced other products and services, the most noteworthy being the rapid mapping imagery and analysis undertaken by UNOSAT. Over the course of the biennium, 660 satellite imagery derived maps and reports were produced to support the international humanitarian community, covering both natural disasters and conflict situations, such as floods in Bangladesh, Haiti and Mozambique; a tropical cyclone in Madagascar; an earthquake in Iraq; and the crises in Iraq and Syria.
27. Other non-beneficiary outputs include the development of learning modules for pilot testing; various corporate reports, including reports of the UNITAR Board of Trustees, results reports, performance reports and evaluations; guidance documents; strategies (Communications and Resource Mobilization); policies (e.g. Anti-Fraud and Anti-Corruption, revised evaluation and quality assurance policies); and IT-related tools.

Non-Programmed Results

28. A total of 47 non-programmed results accomplishments/outputs (i.e. not included in the revised 2016-2017 Programme Budget) were reported. These unplanned results areas have derived an additional 1,538 beneficiaries and 30 non-beneficiary outputs.
29. Non-programmed results were both outward- and inward-looking and include, for example, strengthened knowledge and skills of staff of the community-based programmes working with marginalized communities (Peacekeeping Training Programme); strengthened knowledge and skills of government officials on private sector development (Public Finance and Trade Programme); or strengthened knowledge and skills on Pollutant Release and Transfer Registers (Chemicals and Waste Management).
30. A number of non-programmed results were also recorded under the functional objective areas, a few of the most significant include the development of the Financial Dashboard and Budget Tool, the UNITAR intranet and the preparation of the 2018-2021 strategic framework. A complete list of non-programmed results reported by divisions is attached as Annex II.

Alignment to the Sustainable Development Goals

- 31. With the adoption of the 2030 Agenda and the attention that the Agenda’s follow-up and review process is receiving, it is important to assess how well UNITAR’s programming is aligned to the 17 Goals and how well UNITAR as an organization is contributing to help Member States achieve them. The 2016-2017 biennium marks the first budget cycle in which UNITAR has undertaken such an assessment.
- 32. The methodology used to assess programme alignment to the SDGs includes (i) reviewing the results areas specified in the Programme Budget and matching the areas to a primary Goal and target, where relevant; and (ii) reviewing the SDG indicators for the targets and assessing the extent to which UNITAR’s contribution to helping Member States achieve the targets on the basis of the indicator is strong, moderate or weak. The SDG targets and indicators are based on the official list, which includes 169 targets and 230 indicators for the 17 SDGs.³
- 33. As shown in Chart 21 below, most of UNITAR’s results areas are aligned with SDG 16 (Peace, Justice and Strong Institutions), representing 41 per cent of the 80 programme results areas, followed by SDG 4 (Quality Education), SDG 11 (Sustainable Cities), SDG 12 (Sustainable Consumption and Production) and SDG 17 (Partnerships), each comprising between 7 to 11 per cent of the results areas. There are far fewer (ranging from 1 to 5 per cent) of the results areas with a primary alignment to SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation), SDG 8 (Decent Work), SDG 10 (Reduced Inequalities), SDG 13 (Climate Action) and SDG 15 (Life on Land).
- 34. While all UNITAR results areas under its programme objectives are aligned to the SDGs, **the degree of alignment varies considerably**, with only 30 and 25 per cent of the aligned areas assessed as having strong and moderate links to the targets, respectively, when the specified indicators are considered (see Chart 22).

Chart 21: Result Area Alignment to 2030 Agenda

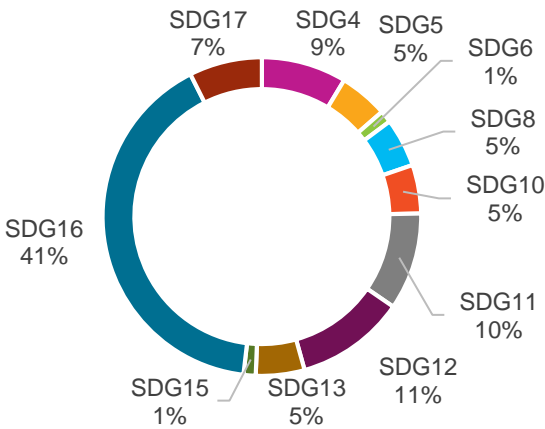
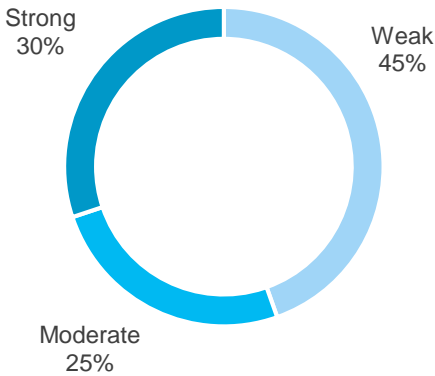


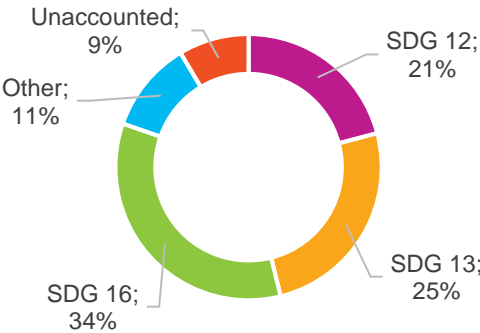
Chart 22: Degree of Alignment of Programme Results with SDG Indicators



³ SDG target indicators are categorized as tier I, II and III, depending on the clarity of the measure and the existence of internationally established methodology and data. See the official list of SDG targets and indicators (April 2017 version): <https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>

35. In terms of beneficiary output, SDGs 12, 13 and 16 comprise of the largest proportion of learning-related beneficiaries, with 34 per cent of learning-related beneficiaries linked to Goal 16, and 21 per cent and 25 percent linked to Goals 12 and 13, respectively. This is not surprising given the number of peacekeeping beneficiaries and those completing the UN CC:Learn suite of e-courses. The other eight SDGs aligned to UNITAR programming make up about 11 per cent of learning-related beneficiary output, while another 9 per cent is unaccounted.

Chart 23: Learning-related Beneficiary Output Aligned to SDGs



36. When assessing UNITAR’s overall contribution to helping Member States implement the 2030 Agenda, it is important to bear in mind that approximately two-thirds of the Programme Budget’s planned outputs were achieved within 10 per cent of the target. While some of these outputs are closely linked to the primary SDG through their associated results area, others only have a moderate or weak link. One third of the planned outputs were either partially achieved, or not achieved or unfunded, most of which had weak links to the primary SDG.

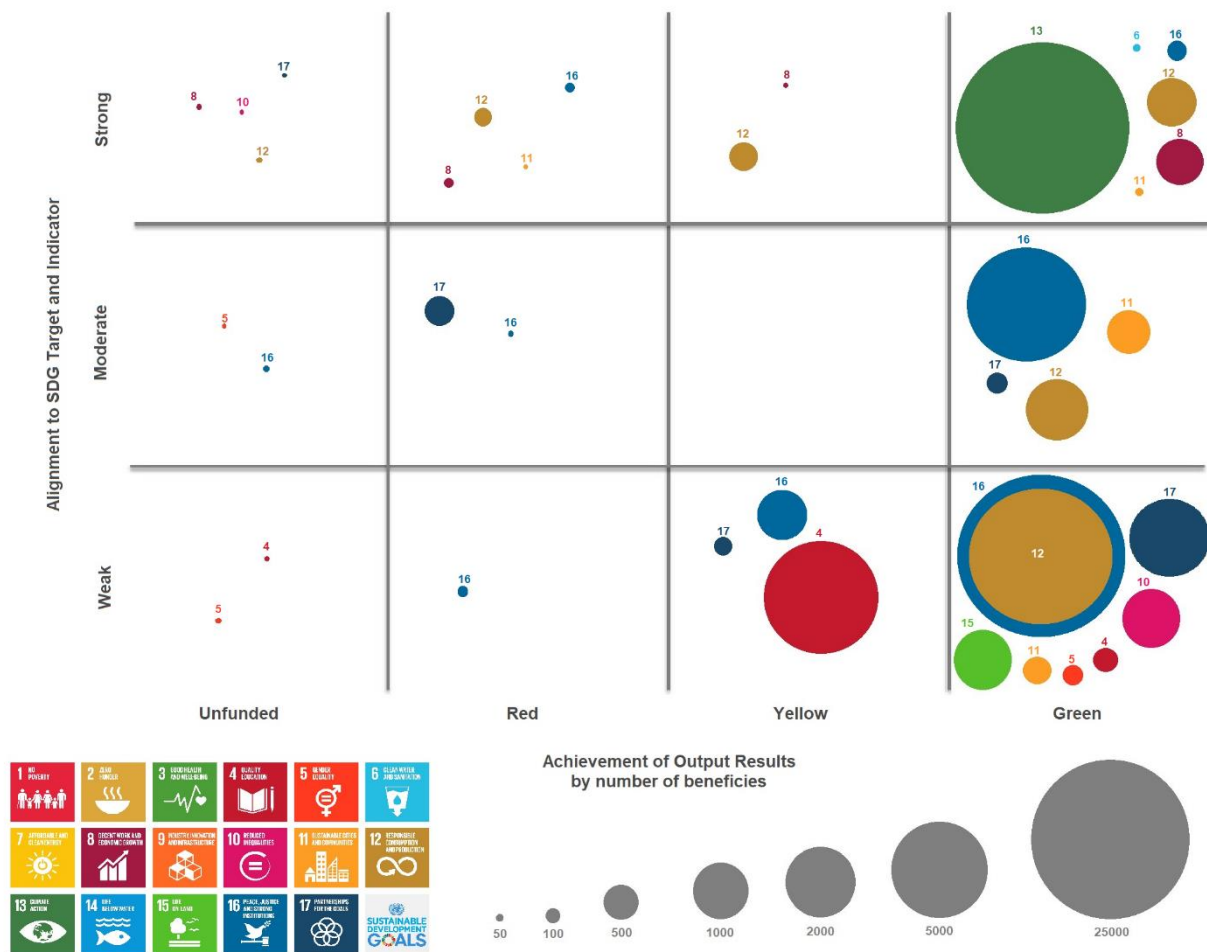


UN Photo / Olivier Chassot

37. Chart 24 below visualizes the degree to which UNITAR programming is aligned to the SDGs based on achievement of total beneficiary output (i.e. learning and knowledge-sharing combined) and degree of alignment to the SDG target indicator. The unfunded, red, yellow and green achievement levels are described in more detail in Table 1 in the methodology section. The colours of the plots correspond to the colours used for the SDGs, while their size

is indicative of the number of beneficiaries, based on the legend.⁴ The position of the plots within each quadrant is inconsequential.

Chart 24: Mapping SDG Alignment by Beneficiary Output



38. It is interesting to observe that the largest portion of beneficiaries falls in the achieved quadrants (far-right column), although within this grouping, many of the beneficiaries are clustered under outcome areas with weak links to the respective primary Goal (bottom far-right quadrant). Nearly 25,000 of the 30,000 beneficiaries associated to SDG 12 (Responsible Consumption and Production), for example, are associated with outcomes with weak links to the SDG indicator (as showed in the bottom far-right quadrant). Some 5,000 beneficiaries associated with Goal 12 are moderately and strongly linked, however. In contrast, some 25,000 beneficiaries are strongly linked to SDG 13 (Climate Action), as shown in the top far-right quadrant. While the smallest plots represent outputs from results areas with under 50 beneficiaries, there are instances where the associated outcome results area is strongly aligned with the SDG target indicator, as shown in the top far-right quadrant.

39. Discussion now turns to an assessment of UNITAR programming as it relates to each Goal and target, based on outcome and output achievement, and degree of alignment with the SDG target indicator.

⁴ Unfunded category plots represent zero beneficiaries



SDG 4 Quality Education

SDG 4 focuses on ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.

Number of results areas	7 out of 80	
Proportion to total programme results areas	9%	
Number of results areas achieved	4	
Number of learning beneficiary outputs	6,503	
Number of other beneficiary outputs	15	
Assessment of results area linkage to SDG indicator	Strong	0%
	Moderate	0%
	Weak	100%
SDG 4 targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
4.7	100%	By 2030, ensure that all learners acquire the knowledge and skills need to promote sustainable development, including among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
Overall Assessment of UNITAR Contribution	<p>Weak. Seven result areas are aligned to SDG 4, all of which are linked to target 4.7. These seven result areas comprised 9 per cent of UNITAR programming from the 2016-2017 biennium, and the related programming produced 6,503 learning-related beneficiaries. Only four of the results areas were achieved from 10 per cent of the target output, however. The achieved result areas focused on conflict and post conflict theory as well as negotiation and decentralized governance. The contribution that UNITAR programming likely made to helping Members States achieve target 4.7 is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (“Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment” (Tier 3).</p>	



SDG 5 Gender Equality

SDG 5 focuses on achieving gender equality and empower all women and girls.

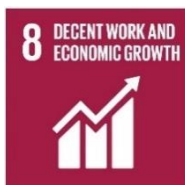
Number of results areas	4 out of 80	
Proportion to total programme results areas	5%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	136	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	50%
	Weak	50%
SDG 5 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
5.2	50%	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
5.5	50%	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
Overall Assessment of UNITAR Contribution	<p>Weak. Four UNITAR result areas were aligned with SDG 5, accounting for 5 per cent of all UNITAR programming. Only one of these result areas was achieved (strengthening the capacity of female actors at the community level, to serve as leaders in their environment), however. This programming area comprised a learning-related activity delivered to 136 beneficiaries linked to target 5.5. The contribution that UNITAR made to helping Member States achieve Goal 5 is assessed as weak, when considering overall performance and the weak linkage to the related SDG indicator (“Proportion of seats held by women in (a) national parliaments and (b) local governments” and “Proportion of women in managerial positions” (Tier 1).</p>	



SDG 6 Clean Water and Sanitation

SDG 6 focuses on ensuring availability and sustainable management of water and sanitation for all.

Number of results areas	1 out of 80	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	37	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	100%
	Moderate	0%
	Weak	0%
SDG 6 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
6.4	100%	By 2030 substantially increase water use efficiency across all sectors and ensure sustainable withdraws and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
Overall Assessment of UNITAR Contribution	<p>Strong (but country-specific). There is only one result area alignment to SDG 6 for clean water and sanitation. Nevertheless, the link between the SDG indicator and the result area indicator is assessed as strong. Thirty-seven learning-related beneficiaries were trained in this result area to improve knowledge of water resources in Chad. The link to the SDG indicator from this result area was assessed as strong, contributing to the (a) change in water use efficiency over time (Tier 3) and (b) the level of water stress, freshwater withdrawal as a proportion of available freshwater resources (Tier 1).</p>	



SDG 8 Decent Work and Economic Growth

SDG 8 focuses on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Number of results areas	4 out of 80	
Proportion to total programme results areas	5%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	917	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	100%
	Moderate	0%
	Weak	0%
SDG 8 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
8.3	25%	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8.6	75%	By 2020, substantially reduce the proportion of youth not in employment, education or training
Overall Assessment of UNITAR Contribution	<p>Moderate. Four of UNITAR's results areas were aligned to SDG 8 for Decent Work and Economic Growth, comprising some 5 per cent of UNITAR programming. UNITAR trained 817 stakeholders on creative economy and of its potential for socio-economic development (the only achieved result area), while an additional 106 learning-related beneficiaries were trained on youth employability and entrepreneurship in underperforming result areas. All 917 beneficiaries were assessed to be trained on material strongly linked to the SDG indicators for target 8.3 and 8.6. The contribution that UNITAR made to helping Member States achieve Goal 8 is assessed as moderate, however, when considering under performance, yet strong SDG indicator alignment.</p>	



SDG 10 Reduced Inequalities

SDG 10 for Reduced Inequalities focuses on reducing inequality with and among countries.

Number of results areas	5 out of 80	
Proportion to total programme results areas	6%	
Number of results areas achieved	3	
Number of learning beneficiary outputs	1,109	
Number of other beneficiary outputs	214	
Assessment of results area link to SDG indicator	Strong	20%
	Moderate	0%
	Weak	80%
SDG 10 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
10.6	80%	Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
10.7	20%	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
Overall Assessment of UNITAR Contribution	<p>Weak. Five of UNITAR's result areas were aligned to SDG 10 for reduced inequalities, accounting for 6 per cent of UNITAR programming. Three of the five results areas were achieved, while two underperformed (either not reaching the target or not receiving sufficient funding). Out of 1,323 beneficiaries, 1,109 were trained in learning-related activities. The only results area strongly linked to the SDG indicator for target 10.6 was not achieved (and unfunded). The other results areas were assessed with a weak link to SDG indicator 10.6 and 10.7, including the three achieved results which focused on trade, intellectual property, innovation and challenges in migration. The contribution that UNITAR made to helping Member States achieve Goal 10 is therefore assessed as weak when considering overall programme performance and mostly weak SDG indicator alignment.</p>	



SDG 11 Sustainable Cities and Communities

SDG 11 focuses on making cities and human settlements inclusive, safe, resilient and sustainable.

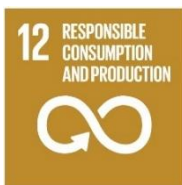
Number of results areas	8 out of 80	
Proportion to total programme results areas	10%	
Number of results areas achieved	6	
Number of learning beneficiary outputs	1,474	
Number of other beneficiary outputs	214	
Assessment of results area link to SDG indicator	Strong	37.5%
	Moderate	50%
	Weak	12.5%
SDG 11 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
11.2	25%	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
11.3	12.5%	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement, planning and management in all countries
11.4	12.5%	Strengthen efforts to protect and safeguard the world's cultural and natural heritage
11.5	25%	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water related disasters, with a focus on protecting the poor and people in vulnerable situations
11.b	25%	By 2030, substantially increase the number of cities and human settlements adopted and implementing integrated policies and plans towards inclusion, recourse efficiency, mitigation, adaptation to climate change, resilience to disasters and develop and implement, in line with the Sendai Framework for DRR 2015-2030, holistic disaster risk reduction at all levels

Overall Assessment of UNITAR Contribution

Moderate. Eight of UNITAR's results areas were aligned to SDG 11 for Sustainable Cities and Communities, accounting for 10 per cent of all programming. Six of these result areas were achieved while two were not achieved due to output underperformance. The results areas aligned to SDG 11 accounted for 1,688 beneficiaries, of which 1,474 (87 per cent) were trained in learning-related activities. Only one of the achieved result areas was assessed with a strong link to the SDG indicator for target 11.5, however. Four of the achieved results are assessed with moderate links to 11.2, 11.5, and 11.b while one achieved result was assessed with a weak link to target 11.3. The achieved result areas focused on strengthening the capacity of local or national authorities on topics such as road safety issues, public administration, sustainable development, access to GIS imagery for disaster risk reduction, emergency response and territorial planning and monitoring. The overall contribution that UNITAR made to helping Member States achieve Goal 11 is assessed as moderate, however, when considering overall programme performance and SDG indicator alignment.



UN Photo / JC McIlwaine



SDG 12 Responsible Consumption and Production

SDG 12 focuses on ensuring sustainable consumption and protection patterns.

Number of results areas	9 out of 80	
Proportion to total programme results areas	11%	
Number of results areas achieved	5	
Number of learning beneficiary outputs	23,069	
Number of other beneficiary outputs	6,660	
Assessment of results area link to SDG indicator	Strong	67%
	Moderate	22%
	Weak	11%
SDG 12 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
12.2	11.1%	By 2030, achieve the sustainable management and efficient use of natural resources
12.4	77.8%	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
12.a	11.1%	Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

Overall Assessment of UNITAR Contribution

Moderate to Strong. SDG 12 accounts for 11 per cent of the UNITAR result areas with five of the nine results areas achieving the output target. UNITAR trained 23,069 learning-related beneficiaries under programming aligned with SDG 12, in addition to another 6,660 non-learning-related beneficiaries. A large portion of the beneficiaries were trained through the CIFAL's sustainable development activities, including some 20,800 in learning-related events and about 5,000 beneficiaries in knowledge-sharing activities. In addition to the CIFAL-related programming, the UNITAR Programme on Chemicals and Waste Management produced 3,447 beneficiaries, of which 1,710 partook in learning-related events on diverse topics, such as the management of nanotechnology and the effects of mercury on human health and the environment. Moreover, UNITAR trained 553 learning-related beneficiaries trained on individual and institutional capacities for national green development strategies and policy reforms, which is moderately linked to the SDG indicator in target 12.a. The contribution that UNITAR made to helping Member States achieve Goal 8 is assessed as moderate to strong when considering overall programme and SDG indicator alignment.



UN Photo / Eskinder Debebe



SDG 13 Climate Action

SDG 13 focuses on taking urgent action to combat climate change and its impacts.

Number of results areas	4 out of 80	
Proportion to total programme results areas	5%	
Number of results areas achieved	2	
Number of learning beneficiary outputs	27,586	
Number of other beneficiary outputs	31	
Assessment of results area link to SDG indicator	Strong	100%
	Moderate	0%
	Weak	0%
SDG 13 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
13.2	50%	Integrate climate change measures into national policies, strategies and planning
13.3b	50%	Promote mechanism for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities
Overall Assessment of UNITAR Contribution	<p>Strong. Four of UNITAR's result areas are aligned to SDG 13 for Climate Action. While 5 per cent of all programming may seem small, 27 per cent of UNITAR learning-related beneficiaries were associated with programming aligned to SDG 13 from the 27,856 beneficiaries. The UN CC:Learn e-course on climate change accounts for the majority of these beneficiaries, while 2,165 of the beneficiaries partook in the National Adaptation Plan-related activities. Both result areas surpassed the target of planned beneficiary output as well as the other beneficiary output for the country-level climate change goals. All of the result areas were assessed with a strong link to the SDG indicators in 13.2 and 13.3b. The contribution that UNITAR made to helping Member States achieve Goal 13 is assessed as strong when considering overall programme performance and SDG indicator alignment.</p>	



SDG 15 Life on Land

SDG 15 focuses on protecting, restoring and promoting sustainable development use of terrestrial ecosystems, sustainably managing forests, combating desertification, and halting and reversing land degradation and halting biodiversity loss.

Number of results areas	1 out of 80	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	1,016	
Number of other beneficiary outputs	0	
Assessment of results area link to SDG indicator	Strong	0%
	Moderate	0%
	Weak	100%
SDG 15 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to target	Definition
15.1	100%	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.
Overall Assessment of UNITAR Contribution	<p>Weak to moderate. Only one result area from UNITAR’s programming is aligned to SDG 15 through target 15.1. Close to 1,000 learning-related beneficiaries participated in activities aligned with SDG 15 through training on related topics in international law. However, the results area is weakly linked to the SDG indicator for 15.1: (i) the forest area as a proportion of total land area (tier 1 indicator) and (ii) the proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas by ecosystem type (Tier 1). The contribution that UNITAR made to helping Member States achieve Goal 15 is assessed as weak to moderate when considering overall programme performance and weak SDG indicator alignment.</p>	



SDG 16 Peace, Justice and Strong Institutions

SDG 16 focuses on promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

Number of results areas	32 out of 80	
Proportion to total programme results areas	40%	
Number of results areas achieved	24	
Number of learning beneficiary outputs	37,751	
Number of other beneficiary outputs	264	
Assessment of results area link to SDG indicator	Strong	16%
	Moderate	28%
	Weak	56%
SDG 16 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
16.1	16%	Significantly reduce all forms of violence and related death rates everywhere
16.3	6%	Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.5	3%	Substantially reduce corruption and bribery in all their forms
16.6	10%	Develop effective, accountable and transparent institutions at all levels
16.7	6%	Ensure response, inclusive, participatory and representative decision-making at all levels
16.8	28%	Broaden and strengthen the participation of developing countries in the institutions of global governance
16.10	6%	Ensure public access to information and protect fundamental freedom in accordance with national legislation and international agreements
16.a	25%	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

Overall Assessment of UNITAR Contribution

Moderate. SDG 16 accounts for 38 per cent of the total programme results areas, with 75 per cent of the outcomes achieved within 10 per cent from the target. A large portion of learning-related beneficiaries were trained on topics with SDG 16 as a primary link, reaching almost 38,000 individuals. This makes up almost 37 per cent of all learning-related beneficiaries in 2016-2017. Non-learning related programming accounted for 264 beneficiaries.

Most of the results areas are aligned to targets 16.8, 16.a, and 16.1, although 56 per cent of the areas were assessed as weakly aligned with the related SDG indicator, 16 per cent strongly linked and 28 per cent moderately linked. Of the results areas strongly linked to the SDG target indicator, the topics focus on the sustainability governance, peace and security issues relevant of African countries in the UN Security Council, anti-corruption in Western and Northern Africa, and capacity of public servants and/or civil society (in Afghanistan and South Sudan). The contribution that UNITAR made to helping Member States achieve Goal 16 is assessed as moderate to strong when considering overall programme performance and the large variation with SDG indicator alignment.



UN Photo / Marco Dormino



SDG 17 Partnerships for the Goals

SDG 17 focuses on strengthening the means of implementation and revitalizing the Global Partnership for Sustainable Development.

Number of results areas	5 out of 80	
Proportion to total programme results areas	6%	
Number of results areas achieved	2	
Number of learning beneficiary outputs	1,234	
Number of other beneficiary outputs	1,918	
Assessment of results area link to SDG indicator	Strong	20%
	Moderate	40%
	Weak	40%
SDG 17 Targets aligned to result area from UNITAR programming:		
Target	% Results Aligned to Target	Definition
17.4	30%	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external department of highly indebted poor countries to reduce debt distress
17.9	20%	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
17.17	20%	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
17.19	30%	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

<p>Overall Assessment of UNITAR Contribution</p>	<p>Weak to moderate. Five of UNITAR’s result areas are aligned with SDG 17, accounting for 6 per cent of all programming. Only two of the result areas achieved the target output, which focused on building capacity of the Member States and general public awareness of the 2030 Agenda and SDGs as aligned to 17.4 and 17.9. About 3,150 beneficiaries were trained in activities related to SDG 17, with about 1,230 partaking in learning-related activities. The link to the SDG targets indicator was assessed as weak to strong. The contribution that UNITAR made to helping Member States achieve Goal 17 is assessed as weak to moderate when considering overall programme performance and variations with SDG indicator alignment.</p>
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Other SDGs

40. The previous section focused only on the assessment of UNITAR programming with primary alignment to the 17 SDGs. While UNITAR’s programming may contribute to some degree to multiple SDGs, 6 of the 17 SDGs were not reported to have a primary alignment to UNITAR programming. These 6 SDGs are 1-3, 7, 9 and 14.



41. For future programme performance reporting, it will be important to refine the methodology used to assess UNITAR’s contribution to helping Member States achieve the SDGs. A refined methodology should be informed by the approaches other organizations are using to assess performance. A refined approach should also include some discussion on how well UNITAR is contributing to helping Member States achieve the Goals in the context of 2030 Agenda’s overarching principles of reaching the furthest behind first and leaving no-one behind, as well as discussion on the interconnected nature of the Agenda and the role that UNITAR programming may contribute to Member States achieving secondary Goals and targets.

Performance Challenges and Lessons to be Learned

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

Challenges

43. External factors include:

- The delay, decrease or withdrawal of committed donor funding, or the failure to mobilize pledged or anticipated donor funding for projects; and
- The delay in project delivery by implementing partners funded through grant arrangements.

44. Internal factors include:

- **Human resource-related challenges**, including the limited size of the UNITAR workforce and continued reliance on and frequent turn-over of personnel such as interns, trainees and collaborators requiring time and effort to identify, 'on-board' and supervise; limited staff knowledge on applicable procurement and financial rules, regulations and procedures, as well as how to read and handle financial information; various key professional staff carrying out multiple functions simultaneously without the needed back-up staff for absences; staff slowly adapting to new systems, guidelines and approaches e.g. regularly confirming beneficiary outputs or delayed programme reporting; applying quality assurance guidelines or following up on recommendations, or meeting deadlines to enable functional divisions to provide required services on-time; and a maturing culture for engaging in organizational learning through knowledge management tools and social media;
- **Administrative and finance-related factors**, for example managing a large number of donors with varying financial and narrative reporting modalities, requiring greater allocation of human resources to address matters than would normally be necessary; limited access to activity funds for the functional/support divisions, given financial constraints for Management to operate within the programme support budget based on cash availability; the excessively fragmented number of project accounts creating administrative and financial inefficiencies with a high volume of allotment transactions, reporting and other processing requirements;
- **Organization-related factors**, for example IT upgrading and migration to new platforms, such as the project tracking tool, EMS, requiring additional testing to ensure accuracy in the reporting of events and beneficiaries; additional tasks/responsibilities placed on some divisions as the result of post vacancies, such as the review and clearance of a large number of partnership agreements processed by the Finance and Budget and the Partnership and Resource Mobilization units;
- **Programme planning-related factors**, such as seizing non-programmed project opportunities or requirements which produced or contributed to producing, directly or indirectly, non- or under-achievement of planned results; and specifying overly ambitious indicators or performance measures at the outcome or output levels, which may have prevented some of the expected accomplishments or planned outputs from having been achieved;

- **Project specific factors**, including the size, scale and duration of most projects which may inhibit or render difficult the measurement and evaluation of results at the level of impact; and
- **Challenges maintaining quality and relevance** in some areas of training, given the need to ensure regular updates to keep objectives, contents and methods both relevant to learner needs and reflective of the rapidly evolving training and development industry. Some areas once considered innovative (e.g. nanotechnology) have been either scaled back or curtailed due to lack of interest.

Lessons to be Learned

45. As with the previous biennia, UNITAR management has identified several important lessons to be learned, including the need to ensure that:

- Planned programming is rooted in the strong likelihood that earmarked projects will be funded, that programme performance targets are set realistically and that associated risks and contingency plans are developed appropriately. In many external environments in which the UNITAR operates, close monitoring of ‘on-the-ground’ political, security and other realities, risk management and flexibility are crucial to effective programming;
- Project monitoring is regularly undertaken and in the event of implementation challenges (e.g. delays) or staff changes to project or programme personnel, thorough review with modifications to work planning and outputs is discussed and agreed with project stakeholders, including donors in the event contribution or implementing partner agreements require amendment. In the event of managerial changes to a programme, the preparation and dissemination of a thorough hand-over brief with a comprehensive reporting of results is also instrumental to succession planning;
- Assessing the contribution that UNITAR makes to helping Member States achieve the SDGs requires programming to ensure that proactive dialogue with donors and implementing partners takes place, and that needs assessments, project planning and monitoring and reporting exercises discuss how UNITAR can best contribute to helping Member States achieve the relevant Goals when also taking into consideration SDG indicator targets and the size and scope of the project;
- Active participation of UNITAR management in determining and assessing prior learning requirements is fundamental for successful project delivery, particularly those having considerable resource requirements;
- Objective measures for the achievement of learning outcomes provide a sounder basis on which UNITAR can assess its contribution to results. Virtually all the 46 learning outcome results areas in the Programme Budgeted were assessed against subjective measures;
- Learning from participants across geographic regions can lead to effective programme implementation, as demonstrated from the training delivered through the Hiroshima Office for participants from small island developing States in the Pacific and Indian Oceans;
- Seizing momentum and leveraging national political processes increases the relevance and applicability of knowledge by participants, as shown by UNITAR programming designed to support the implementation of the 2030 Agenda through the design of voluntary national review stakeholder engagement strategies; and
- Massive open online courses can be useful tools for strengthening general awareness when designed at the introductory level.



UN Photo / Manual Elias

Annex I: Programme Performance by Strategic Objective

Annex II: Unplanned Output Results

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
P01	STRENGTHEN MULTILATERALISM												
1.1	Empower delegates for effective participation in intergovernmental debates and decision-making												
Programme	Accomplishment		Accomplishment				Outputs						Alignment with Primary SDG
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
									M	F	Total		
Multilateral Diplomacy Programme (MDP)	(a)	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues where the UN maintains a significant presence	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	92%	●	(i) Number of delegates attending Knowledge and skills training	1,000	not available	not available	800	●	16
MDP	(b)	Increased awareness of women diplomats and delegates on leadership skills pivotal to their full and effective participation in multilateral decision-making fora	(i) Percentage of beneficiary respondents agreeing of strongly agreeing that their awareness of the subject matter has increased	70%	100%	●	(i) Number of women diplomats and delegates attending training	100	0	136	136	●	5
MDP	(c)	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	92%	●	(i) Number of delegates attending capacity building programmes	450	not available	not available	2,109	●	16
							(ii) Number of country-based diplomats and officers attending awareness raising e-learning courses	800	not available	not available	585	●	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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Unplanned programming and results: no unplanned programming reported

Overall assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:
 Given it is the first time we had to calculate the number of males and females we did not have the right tools to do so. This year we would probably need to add a column indicating that we also need to separate the numbers for males and females in order to trace the numbers correctly. Contribution to helping Member States achieve SDG 5 through the Women's leadership awareness raising activities and leadership training.

Knowledge Systems Innovation (KSI)	(d)	Increased awareness of country officials and key stakeholders of substantive topics of international law	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	75%	93%	●	Number of beneficiaries	320	not available	not available	1016	●	16
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Unplanned programming and results: no unplanned programming reported

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: no assessment or lessons learned provided by programmes

Green Development and Climate Change Programme (GCP)	(e)	Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes	(i) Presence of a 3-5 year LDC group negotiating strategy under the UNFCCC	YES	YES	●	(i) Number of LDC climate change country delegates attending training through 2 workshops	100	not available	not available	46	●	13
							(ii) Number of government officials in climate change diplomacy attending distance-based training	65	not available	not available	28	●	

Unplanned programming and results: no unplanned programming reported

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:
 The training events were well received and the techniques applied found to be very helpful. The real impact on the ability of parties to engage at international meetings is harder to assess. As with all such initiatives, it is the recurrent basis of support that can make a real difference. This project has provided a very good example of the kind of support that needs to be made available to LDCs on a regular basis.

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
Public Finance and Trade Programme (PFTP)	(f) Strengthened knowledge and skills of Geneva-based country delegates in the field of public finance, multilateral trade and intellectual property rights, with a view to supporting effective, accountable and inclusive multilateral institutions, reduce inequality among countries, and promote the global partnership for sustainable development	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	70%	NM	●	(i) Number of Geneva-based country delegates involved in trade and intellectual property negotiations attending training	250	not available	not available	0	○	10
Unplanned programming and results: no unplanned programming reported												
Assessment and Lessons-learned (including contribution to helping Member States achieve SDGs) and Lessons-learned: The support expected from WTO for training of Geneva-based delegates did not materialize in 2016-2017. At the same time, the fees charged for open-enrolment courses under UNITAR's cost-recovery policy may have discouraged Geneva-based delegates from participating. Discussions with WTO and other donors are ongoing with a view to offering additional free training opportunities to Geneva-based delegates.												
New York Office (NYO)	(g) Strengthened knowledge, skills and awareness to delegates of permanent missions from Small Island Developing countries and African Least Developed Countries	Percentage of respondents agreeing or strongly agreeing that KSA has increased on the subject matter	70%	84%	●	Number of delegates of permanent missions from SIDs countries and African LDCs attending training	100	80	76	156	●	16
NYO	(h) Strengthened capacities of Member States to examine in greater depth a number of technical issues central to the QCPR, as part of the preparations for the upcoming intergovernmental negotiation process	Percentage of participant respondents confirming having met the learning objectives mostly or fully	70%	90%	●	Number of delegates New York Permanent Missions participating in the Training course series on the QCPR	200	138	115	253	●	16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
NYO	(i)	Strengthened knowledge, skills and awareness of delegates in response to specific requests from permanent missions	Percentage of respondents agreeing or strongly agreeing that knowledge, skills and awareness has increased on the subject matter	75%	80%		Number of Diplomats trained in their missions	50	94	84	178		n/a
NYO	(j)	Raised awareness on the Sustainable Development Goals, its relation with the private sector, meeting the development goals targets, harmonization between institutions and monitoring and evaluation of the Goals	Percentage of respondents increasing their knowledge on the subject matter.	75%	NM		Number of stakeholders trained	220	161	145	306		16
							Number of certified stakeholders participating to e-learning courses	50	32	34	66		
<p>Unplanned programming and results: UN How to App for delegates: more than 5,023 downloads during 2017 for the use of delegates from 130 different countries.</p>													
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned Each July, UNITAR NYO implements The HLPF SDGs Learning, Training and Practice sessions will provide a strategic vision and practical knowledge to participants on how to find effective sustainable solutions for their community, country, city, village or neighborhood. The SDG learning centre brought together 9/10 organizations every year from academia, UN, government and private sector to share expertise on the SDGs. During 2017, the monitoring and evaluation of the individual proposals was left to the organizers, during 2018, a closer evaluation will be made, trying to get an overall perspective of how the training week, increase as knowledge and skills on SDG implementation from a more general perspective.</p>													

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO1	STRENGTHEN MULTILATERALISM												
1,2	Develop research capacity to broaden participation of citizens in international work and debates on global issues												
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG	
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating		
								M	F	Assessment			
Operational Satellite Applications Programme (UNOSAT)	(a)	Research results showing possible ways to improve access by citizens to global debates using mobile devices and on-line platforms	(i) Number of UNOSAT activations involving directly citizens via crowd sourcing technology	12	15	●	(i) Experimental platform developed and tested with participation from the crowd	Binary	-	-	Yes	●	n/a
							(ii) Piloting of collaborative mapping and other types of participatory processes	Binary	-	-	yes	●	
							(iii) Evaluation and dissemination of results	Binary	-	-	yes	●	
UNOSAT	(b)	Development of research capacity with CERN and the University of Geneva on citizen science and collaborative thinking	(i) Number of research projects under implementation in the field of IT algorithms for the integration of crowd-sourced data	1	1	●	(i) Proposals developed in collaboration with CERN and the University of Geneva for funding research projects on subject matter	Binary	-	-	yes	●	n/a





Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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Unplanned programming and results:

Experimental platform received positive feedback leading to requests for inclusion in upcoming project proposals.

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned

Contribution to SDG11 and 15. Direct funding from University of Geneva was not possible under Horizon 2020 projects. The university is to provide in-kind support to UNOSAT activities instead.

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO2	PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION												
2.1	Strengthen Capacities for Trade, Finance, Investment and Intellectual Property												
Programme	Accomplishment		Accomplishment				Outputs						Alignment with Primary SDG
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
									M	F	Total		
Public Finance and Trade Programme (PFTP)	(a)	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management with a view to securing adequate financing for development	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70%	93%		(i) Number of beneficiaries trained on public finance and debt management-related stakeholders at the national level	1,750	257	208	465		17
PFTP	(b)	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to fostering innovation	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70%	96%		(i) Number of beneficiaries on trade and intellectual property-related stakeholders at the national level	500	489	254	743		10

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PFTP	(c) Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	70%	91%		(i) Number of virtual discussions, organized with a view to networking and information exchange on public finance, trade and intellectual property	750	n/a	n/a	630		10
PFTP	(d) Enhanced knowledge and skills of trade sector officials from LDCs and SIDS in Aid for Trade, sustainable development oriented multilateral trade rules, and in aligning investment agreements and disputes settlement processes with sustainable development policies and plans	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	70%	88%		(i) Number of beneficiaries trained on trade and intellectual property-related stakeholders at the national level	1,200	220	45	265		10
<p>Unplanned programming and results: BADEA requested PFTP to train a further 404 African officials on private sector development, and a further 20 African officials and BADEA staff on project monitoring & evaluation (in collaboration with UNOSAT). UN ECA requested PFTP to train a further 179 African officials on industrial development.</p>												
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: Donor support was greater than expected at the beginning of the biennium for training on private sector development, industrial development, trade and intellectual property. It was lower than expected for training on public finance and debt management. Discussions with donors are ongoing with a view to offer more training in the relevant areas (MEFMI, WAIFEM). All of the activities implemented by PFTP in 2016-2017 contributed to helping countries implement the 2030 Agenda. Specifically, PFTP activities enhanced the skills of national officials and delegates in a number of substantive areas that are relevant to the achievement of SDGs 10 and 17. These areas include global financial governance, international trade, tax and revenue collection, mobilizing additional resources for development, external debt management, and investment promotion.</p>												

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO2	PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION											
2,2	Strengthen Capacities to Address Human Mobility in the Context of Development Objectives											
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
								M	F	Total		
Decentralized Cooperation Programme (DCP)	(a) Strengthened capacities of governments to address the multiple challenges and opportunities resulting from migration	(i) Percentage of government officials and other stakeholders trained meeting learning objectives	85%	88%	●	(i) Number of beneficiaries trained through 2 seminars on the humanitarian, social and economic aspects of migration	100	136	78	244	●	10
Unplanned programming and results: no unplanned programming reported												
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned Two forums were delivered on Human Mobility, Migration and Development. It was explored how good practices can be replicated in other cities, and the resources required for implementation were identified. The forum acts as a bridge, opening access for cities and regional governments to policy circles where they can inform, and be informed by, national and international policy-making. In so doing, it fosters local adaptation and implementation of common principles, based on international standards.												



Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO2	PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION												
2.3	Strengthen Capacities for Development and Good Governance												
Programme	Accomplishment		Accomplishment				Outputs					Alignment with Primary SDG	
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual				Rating
									M	F	Total		
DCP	(a)	Strengthened capacity of national and local officials to tackle road safety issues	(i) Percentage of beneficiaries reporting having met the learning objectives	85%	87%*	●	(i) Number of beneficiaries trained through 6 workshops	180	145	117	262	●	11
			(ii) Percentage of forum participant respondents agreeing or strongly agreeing that understanding of subject matter has increased	85%	NM	●	(ii) Number of participants engaged in 2 conferences	600	117	44	600	●	
DCP	(b)	Increased stakeholder awareness on local public administration and city management	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	85%	84%*	●	(i) Number of beneficiaries attending one conference	200	126	88	214	●	11

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
DCP-CIFAL	(c)	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics	(i) Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills	85%	89%*		(i) Number of beneficiaries trained on sustainable development topics by the CIFAL	10.000	11332	14397	25729		12
DCP	(d)	Strengthened knowledge and skills for improved governance and decentralization in Rivers State, Nigeria	(i) Percentage of beneficiaries certified with Executive Master degree in Development Policies and Practices	80%	NM		(i) Number of senior State officials trained in the field of development policy and practices through an Executive Master degree	30	0	0	0		4
			(ii) Percentage of original research papers contributing to online repository on financial management	90%	NM								
DCP	(e)	Strengthened understanding of public-private partnerships for sustainable development	(i) Percentage of forum participant respondents agreeing or strongly agreeing that understanding of subject matter has increased	85%	NM		(i) Number of participants engaged in 1 public-private partnership forum	500	n/a	n/a	0		17
			(ii) Number of virtual repository of best practices available				1						
DCP	(f)	Strengthened knowledge and/or skills among local authorities/actors on urban services and sustainable development related topics through online courses	(i) Percentage of beneficiaries confirming having met learning objectives (mostly or fully) and reporting positively on KPIs	85%	83%		(i) Number of beneficiaries trained through 22 online course sessions	440	361	262	623		11

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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Unplanned programming and results:
 (a) Implemented under CIFAL.
 (d) The third edition of Executive Master Degree in Development Policies and Practices was completed in June 2016 and 18 Afghan government officials graduated. Since its inception in 2013, 50 government officials have completed the programme.
 (e) The Annemasse Forum on Public-Private Partnerships took place in 2015. Initially, it was discussed to organize this forum bi-annually. This was then changed to a 3-year cycle, with the next forum to take place in 2018.

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: no assessment or lessons learned provided by programmes

KSI	(g)	Enhanced knowledge on web 2.0 and social media for development	(i) Percentage of beneficiaries from developing countries having attained learning objectives	75%	89%		Training delivered on web 2.0 and social media tools	200	n/a	n/a	52*		n/a
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Unplanned programming and results: no unplanned programming reported

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:
 Achieved partially/below target - 57 beneficiaries trained on web 2.0 and social media tools. CTA, the major donor significantly decreased the budget for trainings on social media in 2016 and phased out sponsorship in 2017.
 *Based on EMS reported statistics.

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO2	PROMOTE ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION												
2.4	Strengthen Capacities to Increase Employability, to Optimize the Potential of Creative Economies and to Protect Cultural and Natural Heritage												
Programme	Accomplishment		Accomplishment				Outputs					Alignment with Primary SDG	
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual				Rating
									M	F	Total		
Decentralized Cooperation Programme (DCP)	(a)	Strengthened capacities and skills of Nigerian youth for employability	(i) Percentage of youth employed in the oil, and gas sector within one year after completion of the 3-year engineering programme	70%	NM	●*	(i) Number of youth (as part of a three-year engineering programme) trained	38	20	8	28	●	8
DCP	(b)	Strengthened capacities and skills of Kenyan youth for employability	(i) Percentage of youth enrolled in prequalification course qualifying to start 3-year oil and gas engineering degree programme	85%	NM	●	(i) Number of youth attending Prequalification course	24	0	0	0	○	8
Unplanned programming and results:													
(a) the accomplishment indicator cannot be measured yet as the Nigerian students graduated in early 2018. 28 students graduated in January 2018.													
(b) this project didn't come to fruition, there was no response to the proposal for the creation of a new "Oil and Gas Engineering Degree for Kenyan Scholars".													
*marked in rating of (a), 28 participants employed in the oil and gas sector on publication of this report.													
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned													
(a) There have been issues with high failure rates of students. UNITAR and the Rogaland Training and Research Centre (RKK) agreed that this results from the selection of scholars enrolled in the engineering degree programme. The selection process was handled in its entirety by the donor and, in the future, UNITAR, RKK and the university delivering the engineering degree programme should be involved in the selection process. Candidates should be able to present evidences that they have the adequate background qualification before taking first tests.													

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
Knowledge Systems Innovation (KSI)	(c) Strengthened knowledge and skills of youth in entrepreneurship development	(i) Percentage of beneficiary respondents confirming to have met learning objectives mostly or fully	75%	82%		(i) Number of young graduates trained on entrepreneurship development	250	58	20	78*		8
KSI	(d) Increased understanding of creative economy and of its potential for socio-economic development	(i) Percentage of beneficiary respondents confirming to have mostly or fully met learning objectives	75%	NM		(i) Number of beneficiaries from selected developing countries trained	200	293	518	811		8
<p>Unplanned programming and results: 17 national trainers participated in a Training-of-Trainers session.</p>												
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned *Based on EMS reported statistics.</p>												
Hiroshima Office	(e) Increased understanding of both tangible and intangible heritage, as well as the development of comprehensive management system instilled in situ	(i) Percentage of beneficiary respondents confirming to have mostly or fully met learning objectives	90%	90%		(i) Number of participants trained	40	6	6	12		11
<p>Unplanned programming and results: The training for the nomination of world heritage site for 2017 did not take place because of a low number of applications.</p>												
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: Whilst the target number of participants was not reached (low registration and only 1 training event was held in 2016), 100% of participants stated that the workshop was useful and that they would use the information acquired. Feedback from one participant after the workshop indicated that the workshop had played an important role in supporting their nation in developing a nomination dossier for a proposed World Heritage site, which directly supports SDG 11.</p>												

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO3	ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT												
3.1	Strengthen Capacities to Foster a Green, Low Carbon and Climate Resilient Transition												
Programme	Accomplishment		Accomplishment				Outputs						SDG
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
									M	F	Total		
Green Development and Climate Change Programme (GCP)	(a)	Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level	(i) Number of countries with climate change learning strategies in place and under implementation	3	4 + 1 region = 12 countries	●	(i) Number of new UN CC:Learn countries launch national climate change learning strategies	3	n/a	n/a	12	●	15
							(ii) Guidance designed and Number of stakeholders in 8 countries attended through two regional or global knowledge sharing events.	20	n/a	n/a	31	●	
GCP	(b)	Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	(i) Number of joint UN CC:Learn learning initiatives delivered	12	29	●	(i) Number of new partners submit requests to join the UN CC:Learn partnership and take part in Steering Group meetings	2	n/a	n/a	2	●	13

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
						(ii) Number of stakeholders trained and Package of One UN online introductory and advanced climate change learning materials completed	3,500	14,901	10,790	25,691		13 (cont)	
GCP	(c)	Application of UNFCCC guidance materials on National Adaptation Plans (NAPs) by LDCs	(i) Number of LDCs systematically applying NAP guidelines	8	30		(i) Number of participants trained through 4 national level trainings/consultations on NAP implementation	200	203	89	292		13
							(ii) Number of national level institutional and technical capacity needs assessments for NAPs carried out	24	n/a	n/a	NM		
							(iii) Number of participants trained through the design and launching of a massive open online course on adaptation	400	1169	704	1873		
GCP	(d)	Provision of effective climate change training services (climate science, adaptation, mitigation, finance and policy development) to national governments through strengthened national training and research institutions in developing countries	(i) Number of dialogues between governments and national training and research institutions to provide climate change training services which lead to visible solutions on the ground	4	NM		(i) Number of training and research institutions to support development of and implementation of training services on climate finance received Technical advice and grants	3	n/a	n/a	0		13

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
GCP	(e)	Individual and institutional capacities for national green development strategies and policy reforms strengthened	(i) Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	3	3	●	(i) Number of 3 PAGE partner countries that supported developed learning assessments and action plans	3	n/a	n/a	3	●	12
			(ii) Number of green economy and sustainable consumption and production learning events organized, with at least 75 per cent of beneficiary respondents indicating that learning objectives are mostly or fully met	14	15	●	(ii) Number of participants trained through Training on the green economy and sustainable consumption and production through 14 activities	600	290	263	553	●	
			(iii) Number of training modules endorsed by the international PAGE partnership	5	4	●	(iii) Number of new green economy training modules developed	5	n/a	n/a	6	●	
			(iv) Number of training institutions participating in a green economy learning network	3 (in line with output)	8	●	(iv) Number of national institutions delivering green economy training through the PAGE programme	3	n/a	n/a	3	●	
<p>Unplanned programming and results: no unplanned programming reported</p>													
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: The programme has overachieved against all key indicators over the biennium. This reflects the relevance of the services being provided, but also the dedication and follow up of the team. There has been high performance on the availability of online courses with overall numbers that provide a genuine opportunity for UNITAR to be able to make a telling contribution towards global climate change literacy. Through partnerships with education and training institutions we have also been able to advance on the provision of institutional support for high quality training provision in selected countries (South Africa, Mongolia). This is an important programme target towards upscaling our training services rather than more short-term retailing services. The programme has had challenges in maintaining quality in some areas and will need to work on strengthening its procedures to address this over the coming biennium. The NAPs originally included a number of national capacity needs assessments. These assessments were not carried out in the end following discussion with our partners (UNDP/UNEP) who felt that the resources would be better spent on supporting the other elements listed, specifically the training of participants.</p>													

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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PO3													
ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT													
3.2													
Strengthen Capacities to Manage Dangerous Chemicals and Wastes in a Sound and Sustainable Manner													
Programme	Accomplishment		Accomplishment				Outputs					Alignme nt with Primary SDG	
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual				Rating
									M	F	Total		
Chemicals and Waste Management Programme (CWM)	(a)	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	(i) Number of multi-stakeholder coordination mechanisms in place	5	3	●	(i) Number of government officials and stakeholders trained	200	493	265	758	●	12
			(ii) Number of national chemicals legislation/policies drafted	5	2	●							
			(iii) Number of national GHS implementation strategies and related legislation developed	3	1	●	New pilot (country) project to test new guidance on development of national waste management strategies	2	n/a	n/a	2	●	12





Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
CWM	(b)	Internationally-recognized chemicals classification and labelling provisions implemented and strong multi-sector engagement at the country level	(i) Number of GHS multi-stakeholder implementation committees established	2	1		Training delivered to government officials and stakeholders trained	100	71	48	119		12
CWM	(c)	Improved monitoring of chemical transfers and emissions to air, water, and land	(i) Number of national and regional pollutant release and transfer registers (PRTRs) designed	1	1		(i) Number of government officials and stakeholders trained on monitoring of chemical transfers and emissions to air, water, and land	180	54	26	80		12
							(ii) Number of new training package developed	1	n/a	n/a	3		
							(iii) Number of on-line training modules posted on PRTR: Learn and used by 200 PRTR users	3 ; 200	0	0	0 ; 0		
							(iv) Number of participants attending two regional workshops on Global Monitoring Plan on POPs	60	69	40	109		

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
CWM	(d)	Improved national capacities to implement chemicals and waste management conventions, including strengthened national coordination, capacity to reduce POPs, and capacity to mobilize financial resources	(i) Number of assessments to prepare for ratification of Basel Ban Amendment developed	1	0	●	(i) Number of government officials and stakeholders trained	200	15	7	22	●	12
CWM	(e)	(e) Improved capacities to reduce adverse effects of mercury on human health and the environment	(i) Number of countries having finalized draft ratification dossiers for the Minamata Convention	18	5	●	(i) Number of government officials and stakeholders trained on estimation of mercury emissions and planning for sound mercury management	200	522	338	860	●	12
			(ii) Number of countries having identified priority acts for implementation of the Minamata Convention	10	10	●	(ii) Number of registered users using twenty-two on-line training modules on mercury emissions inventories developed and posted on Mercury: Learn	400	108	76	184	●	
			(iii) Number of countries initiating Minamata Convention initial assessments under the GEF Framework	14	15	●							
			(iv) Number of countries that have initiated the development of National Action Plans for ASGM	3	3	●							

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
CWM	(f)	Increased awareness on benefits, risks, and management of nanotechnology/manufactured nanomaterials, including increased understanding of national situations and capacities	(i) Number of national nanotechnology/manufactured nanomaterial profiles developed and priorities set	2	0	○	(i) Number of government officials and stakeholders trained for national pilot projects and for sub-regional conferences	100; 175	n/a	n/a	0	○	12
			(ii) Number of awareness raising campaigns launched at country level	2	0	○							
			(iii) Number of sub-regions with increased awareness and capacity to address management of nanotechnology/manufactured nanomaterials	1	0	○	(ii) Number of stakeholders trained through E-learning	120	n/a	n/a	0	○	
CWM	(g)	Increased access to and awareness of key tools to improve national capacity for sound chemicals management in support of SAICM	(i) Percentage of policy maker/stakeholder respondents affirming that access has increased via the IOMC Toolbox	90%	NM	●	(i) Number of policy makers trained	1'200	1'011	488	1'499	●	12
			(ii) Percentage of policy maker/stakeholder respondents affirming that awareness has increased via the IOMC Toolbox	90%	NM	●							
Unplanned programming and results: <ul style="list-style-type: none"> - PRTR National Inception Workshop in Moldova – 19 February 2016 – 32 participants (via Webinar) - PRTR National Inception Workshop in Cambodia – 26 July 2016 – 83 participants (via Webinar) - PRTR National Inception Workshop in Kazakhstan – 26 January 2017 – 25 participants (via Webinar) - PRTR National Inception Workshop in Peru – 15 February 2017 – 65 participants (via Webinar) - PRTR National Inception Workshop in Belarus – 17 August 2017 – 33 participants (via Webinar) - Training-of-Trainers on PRTR Release Estimation Techniques in Cambodia - 17-19 October 2017 – 14 participants (Face-to-face training conducted by international expert from Japan) 													
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: PRTP delayed to 2018. Nano delivered in 2018, lack of interest in nano e-Learning.													

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO3	ADVANCE ENVIRONMENTAL SUSTAINABILITY AND GREEN DEVELOPMENT												
3.3	Strengthen governance capacities and skills for public participation and open, transparent, accountable and rights-based decision-making												
Programme	Accomplishment		Accomplishment				Outputs					Alignment with Primary SDG	
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual				Rating
M	F	Total											
Knowledge Systems Innovation (KSI)	(a)	Global inter-agency programme with UNEP and UNDP in place to enhance the implementation of Principle 10 of the Rio Declaration, SDG 16 targets on access rights and information and participation provisions of multilateral agreements	(i) Number of countries expressing formal interest in participating in the Programme	5	0		(i) Concept note revised in alignment with Agenda 2030 (ii) Project launched at joint UNEP-UNITAR-UNDP side event at UN Environment Assembly 2	(i) Concept note revised (ii) Project launched	n/a	n/a	Achieved*		16
			(ii) Number of national projects initiated with resources mobilized through UNITAR/UNDP/UNEP	2	0		(iii) Number of project brochure developed and video produced	1	n/a	n/a	Achieved*		
KSI	(b)	Awareness raised, knowledge created and guidance produced to support rights based environmental governance	(i) Number of international and regional conferences, expert meetings and workshops completed with 75 per cent of participants agreeing that event objectives are met	2	0		(i) Number of stakeholders trained through two events	50	n/a	n/a	0		16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
KSI	(c) Enhanced knowledge of governmental officials and key stakeholders of human-rights based approach to environmental protection	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	75%	97%	●	(i) Number of stakeholders trained	70	25	34	59**	●	16
Unplanned programming and results: no unplanned programming reported												
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: *Concept note updated and developed in English and translated to Spanish; Video pitch developed; Participation in side-event at UNEA 2; Concept note submitted to 23 potential donors. **Based on EMS reported figures.												

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO4	PROMOTE SUSTAINABLE PEACE												
4.1	Strengthen Capacities of Member States, UN and Regional Organizations to Prevent and Resolve Conflict, and Build Peace												
Programme	Accomplishment		Accomplishment				Outputs						Alignment with Primary SDG
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
									M	F	Total		
Peacemaking and Conflict Prevention Programme (PMCP)	(a)	Strengthened knowledge and skills of mid and senior level diplomats, as well as United Nations and regional organization staff in the fields of conflict analysis, negotiation and mediation	(i) Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	75%	98%		(i) Number of fellows responsible for the prevention and resolution of conflict trained through organization of two fellowship programmes in peacemaking and preventive diplomacy	78	44	33	77		16
PMCP	(b)	Strengthened knowledge and skills of mid and senior level African government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	75%	96%		(i) Number of officials on the continent trained through the implementation of two regional training programmes to enhance conflict prevention and peacemaking in Africa	65	20	11	31		16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PMCP	(c) Enhanced knowledge / experience-sharing of indigenous representatives in human rights and negotiation	(i) Number of indigenous graduates serving as resource persons in the training programme	2	6	●	(i) Number of former fellows/participants delivering training sessions to indigenous representatives in human rights and negotiation	3	2	4	6	●	16
PMCP	(d) Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations	(i) Percentage of high-level participants from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	90%	93%	●	(i) Number of SRSGs and other and senior staff attending facilitated knowledge-sharing through the organization of two high-level seminars	48	96	33	129	●	16
		(ii) Number of lessons learned identified	6	6	●							
PMCP	(e) Preventive approaches to deal with African peace and security challenges identified and shared with mid and senior level participants on the continent	(ii) Number of lessons learned identified	5	5	●	(i) Number of mid and senior peacemakers attending Experience and knowledge-sharing dialogue in Africa	4	20	11	31	●	15
PMCP Unplanned programming and results:	(ei) Strengthened knowledge and skills of mid and senior level Asia-Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	75%	88%	●	(i) Number of officials on the continent trained through the implementation of two regional training programmes to enhance conflict prevention and peacemaking in the Asia-Pacific Region	30	28	15	43	●	16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
Unplanned programming and results:	(eii)	Enhanced knowledge and skills of minority fellows in conflict analysis and negotiation theory	(i) Percentage of fellows who have agreed or strongly agreed that the Training Programme was very useful	n/a	98%	●	(i) Number of minority fellows strengthening skills to listen effectively and identifying sources of conflict, and reviewing interest-based negotiation theory	30	9	5	14	●	16
Unplanned programming and results no unplanned programming reported													
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:													
The performance output target for the strengthening knowledge and skills of mid and senior level African government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation was not met as the 2017 programming was implemented in 2018.													
For the percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation, the target of 75 per cent was surpassed reaching 98 per cent in 2016 and 97.4 per cent in 2017, which equals about 98 per cent of participants for the biennium.													
PTP	(g)	Enhanced understanding among African countries nominated to be part (incoming Members) of or being part (sitting Members) of the United Nations Security Council of peace and security issues relevant at the regional level	(i) Percentage of representatives from African countries nominated to be part (incoming Members) of or being part (sitting Members) of the United Nations Security Council participating in the High-level Seminar endorsing the Final Report every year	80%	100%	●	(i) Number of representatives of African countries nominated to be part (incoming Members) of or being part (sitting Members) of the United Nations Security Council and representatives of the African Union Peace and Security Council participate in the High-level Seminar every year	100	78	26	104	●	16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PTP	(gi)	Strengthened capacities of current and incoming African Members of the United Nations Security Council, as well as confirmed candidates, incoming Members of the African Union Peace and Security Council and its Secretariat to effectively perform within the United Nations Security Council and its organs.	(i) Percentage of beneficiaries completing the executive coaching which affirm that they have completely or mostly achieved the learning objectives.	75%	86%	●	Number of representatives of current and incoming African Members of the United Nations Security Council, as well as confirmed candidates, incoming Members of the African Union Peace and Security Council and its Secretariat completing the three-day executive coaching on the mechanisms that regulate the functioning of the UN Security Council. n/a	40	22	15	38	●	16
			(ii) Percentage of beneficiaries completing the executive coaching increasing the knowledge in the subject matter by 15%.	75%	NM	●							
PTP	(h)	Strengthened capacities of National Human Rights Institutes (NHRIs) to contribute to sustainable human rights protection and promotion in Africa	(i) Number of new NHRIs established and fully functioning in accordance with the Paris Principles by 2017	5	NM	●	Number of participants trained through two-day awareness raising events;	480	n/a	n/a	0	○	16
							Number of representatives of new NHRIs trained	200	n/a	n/a	0	○	
							Number of representatives of existing NHRIs trained through regional workshops every year	200	n/a	n/a	0	○	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
		(ii) Number of NHRIs, holding "B" status, acquiring "A" status by 2017	5	NM	●	Number of active users on the platform	300	n/a	n/a	0	○	16 (cont)	
						Number of participants attending the open event per year	600	n/a	n/a	0	○		
PTP	(i)	Strengthened knowledge and skills of teachers to conduct a learning sequence in their school on the prevention of the (re-) recruitment of young people into armed groups and criminal gangs	(i) Percentage of participants fully achieving the learning objectives at the end of the training course	80%	86%	●	(i) Number of teachers participating in a training of trainers course	20	27	26	53	●	16
						(ii) Number of teachers trained by previously trained teachers	180	103	96	199	●		
PTP	(j)	Strengthened knowledge and skills of at risk youth on the sensitization of their peers	(i) Percentage of participants fully achieving the learning objectives at the end of the training course	80%	94%	●	Number of youth, forming part of vulnerable populations in Colombia, trained through workshops by formerly trained educators	250	3562	2376	5938	●	16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PTP	(k) Strengthened knowledge of key actors at the community level to better protect children at risk of being (re-) recruited into armed groups or criminal gangs	(i) Number of community leaders committing to actively support the protection	50	NM	●	Community leaders participating in advocacy events organized by Ciudad Don Bosco in at least five different regions of Colombia, affected by the conflict	10	24	7	31	●	16
PTP	(l) Decreased level of stigmatization of young people, especially girls and young women, formerly associated with armed groups	(i) Percentage participants stating an increased level of acceptance	75%	NM	●	Persons participating in open days organized by Ciudad Don Bosco in at least five different regions of Colombia, affected by the conflict	300	n/a	n/a	0	○	16
PTP	(m) Strengthened capacity of female actors at the community level, to serve as leaders in their environment	(i) Percentage of participants fully achieving the learning objectives at the end of the training courses	80%	NM	●	Number of female community leaders participating in training courses in 4 different regions in Mali	200	n/a	n/a	0	○	5

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PTP	(n) Strengthened engagement of men and boys as agents of change in the efforts to work towards ending conflict-related sexual violence and reducing the stigmatization surrounding the way it also affects men and boys	(i) Percentage participants stating an increased level of engagement	75%	NM	●	Number of persons participating in open days in at least five different regions of Mali, affected by the conflict	300	n/a	n/a	0	○	5
PTP	(o) Reduced stigmatization surrounding the topic of conflict related sexual violence	(i) Percentage participants stating an increased level of acceptance	75%	NM	●	Number of persons participating in open days in at least five different regions of Mali, affected by the conflict	300	n/a	n/a	0	○	5
PTP unplanned programming and results	(p) Strengthened intergovernmental dialogue among African countries on the topic of prevention and response to terrorism and violent extremism.	(i) Percentage of representatives from African countries participating in the High-level Seminar endorsing the Final Report every year	80%	100%	●	(i) Number of African Union Member States participating in the High-level Forum on "Effective and Sustainable Counter-Terrorism Responses"	20	19	5	24	●	16
PTP unplanned programming and results	(q) Strengthened knowledge and skills of staff of the community-based programs working with marginalized communities	(i) Percentage of participants fully achieving the learning objectives at the end of the training modules	80%	90%	●	(i) Number of beneficiaries trained by UNITAR	30	18	12	30	●	18



Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PTP unplanned programming and results	(r) Increased ability of staff of the community-based programs to implement activities at the community level to better protect children at risk	(i) Percentage of participants fully achieving the learning objectives at the end of the training modules	80%	95%	●	(i) Number of beneficiaries trained by UNITAR (ii) Number of beneficiaries trained by professionals previously trained by UNITAR (iii) Number of beneficiaries trained by previously trained professionals	(i) 24 (ii) 44 (iii) 620	(i) 14 (ii) 26 (iii) 372	(i) 10 (ii) 18 (iii) 248	(i) 24 (ii) 44 (iii) 620	● ● ●	8
PTP unplanned programming and results	(s) Strengthened capacities of at risk youth and children to promote positive change within their communities and to assess the reality and risks associated with being involved in illegal activities	(i) Percentage of participants fully achieving the learning objectives at the end of the training modules	80%	86%	●	(i) Number of beneficiaries trained by UNITAR	24	19	5	24	●	8
Unplanned programming and results: See above (p-s)												
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: For the number of youth, forming part of vulnerable populations in Colombia, trained through workshops by formerly trained educators there was a large increase from 38 youth directly trained by UNITAR training of trainers in 2016 to 5900 youth trained by partner institution in 2017, making a total of 5938 over the biennium.												









Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO4	PROMOTE SUSTAINABLE PEACE												
4.2	Improve the preparedness of civilian, military and police personnel to serve in peace operations												
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG	
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating		
								M	F	Total			
Peacekeeping Training Programme (PTP)	(a)	Improved preparation of African military contingents prior to deployment in UN peace operations	(i) Percentage of commissioned officers fully or mostly meeting the learning objectives at the end of the orientation briefing	60%	NM	●	(i) Number of officers/commissioned officers trained through five-day orientation modules	625	1536	32	1568	●	16
			(ii) Percentage of non-commissioned officers declaring having fully or mostly met the learning objectives at the end of the orientation briefing	60%	NM	●	(ii) Number of non-commissioned officers trained through one-day orientation modules	15,000	24,456	499	24,955	●	
			(iii) Number of officers/commissioned officers trained through follow-up briefings	625	n/a	n/a	0	○					
PTP	(b)	Enhanced knowledge and skills of individuals to promote peace and security	(i) Number of participants successfully completing the Master degrees and related qualifications within the set timeframe.	60	40	●	(i) Number of participants regularly attending the Master degrees and related qualifications	200	87	35	122	●	4





Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
			(ii) Number of participants successfully completing the free online courses	800	1949	●	(ii) Number of participants registered for the free online courses	2000	3064	3258	6304	●	4 (cont)
			(iii) Number of UN Volunteers (UNV) successfully completing the facilitated online courses	200	15	●	(iii) Number of UNVs attending the facilitated online courses	400	10	17	27	●	
PTP	(bi)	Increased opportunities for women to access quality education	(i) Increase in the percentage of women attending the Master degrees and related qualifications	20%	4%	●	(i) Number of women regularly attending the Master degrees and related qualifications	40	35	0	35	●	4
PTP	(c)	Common understanding of key concepts related to conflict and post-conflict theory and practice created, through the provision of short self-paced e-Learning courses (called e-Learning	(i) Percentage of beneficiaries completing the e-Learning nuggets that affirms having completely or mostly achieved the learning objectives	75%	90%	●	(i) Number of beneficiaries who complete the e-Learning nuggets	1500	3064	3258	6304	●	4
			(ii) Percentage of beneficiaries completing the e-Learning nuggets that shows an increase of 15% in their knowledge and skills	75%	NM	●							

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
	nuggets) in different areas, and of a virtual game environment in the field of rule of law	(iii) Percentage of beneficiaries active on the virtual game environment that shows an increase of 15% in their confidence of their knowledge and skills	75%	NM	●	(ii) Number of beneficiaries active on the virtual game environment	500	1366	2050	3416	●	4 (cont)
PTP	(d) Strengthened knowledge and skills of personnel (civilian, military and police) working in conflict and post-conflict environments to effectively implement complex mandates, through the provision of partial scholarships to attend the International Master's Degree in Conflictology	Percentage of scholarship recipients that completes the International Master's Degree in Conflictology successfully, within two years from the beginning of the studies	80%	85%	●	(i) Number of partial scholarships awarded to candidates selected to attend the International Master's Degree in Conflictology	20	10	10	20	●	4

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PTP	(e)	Strengthened, harmonized and standardized knowledge and skills of African FPU in relation to their roles and responsibilities as part of regional and international stabilization efforts in Mali	(i) Percentage of participants fully achieving the learning objectives at the end of the course on UN peace operations	75%	87%	●	(i) 75 Participants (members of FPUs about to be deployed to MINUMSA) attend the ten-day course on UN peace operations, delivered by UNITAR with the involvement of trained trainers.	75	71	4	75	●	16
					90%	●	(ii) Number of Participants (members of FPUs about to be deployed to MINUMSA) attend the ten-day course on UN peace operations, delivered by the trained trainers under the supervision of UNITAR.	150	132	8	140	●	
PTP	(f)	Strengthened knowledge and skills of selected individuals, permanently (staff) or temporarily (consultants and/or individual contractors) employed by EMPABB, in the	(i) Percentage of participants fully achieving the learning objectives at the end of the training of trainers course	80%	90%	●	(i) Number of Training officers complete the five-day training of trainers (out of which 6 training officers are permanently employed by EMPABB and 6 training officers are external to EMPABB).	12	14	1	15	●	16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
	area of design, delivery and evaluation of pre-deployment training for FPU's	(ii) Percentage of participants attending the courses on UN peace operations delivered by the newly trained trainers rating the delivery as fully or mostly satisfactory	80%	95%		(ii) Number of Training officers complete the ten-day course on UN peace operations, delivered to complement the training of trainers	12	14	1	15		16 (cont)
<p>Unplanned programming and results: no unplanned programming reported</p>												
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: no assessment or lessons learned provided by programmes</p>												

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO4	PROMOTE SUSTAINABLE PEACE												
4.3	Develop Capacities for Governance Recovery of Countries in Transition from Conflict and in Particular Fragile States												
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG	
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating		
								M	F	Total			
Hiroshima Office (HO)	(a)	Increased capacity to further develop the human resource abilities of mid-senior level Afghan public servants	(i) Increased number of UNITAR Fellowship for Afghanistan alumni progressing to roles of Coach, Mentor and ultimately Resource Person	Fellow to Coach: 10 Coach to ARP: 5 ARP to Mentor: 3	Fellow to Coach: 5 Coach to ARP: 4 ARP to Mentor: 2	  	(i) Number of Afghan public servants attending training and coaching	70	25	2	27		4
HO	(b)	Increased capacity to further develop resource abilities of representatives from the public sector and civil society in South Sudan	(i) Percentage of participants fully meeting learning objectives at the end of the training	90%	80%		(i) Number of South Sudanese public servants and representatives from civil society attending training and coaching	24	24	21	45		8
HO	(c)	Strengthened knowledge and skills to fight against anti-corruption to promote sustained peace in Western and Northern Africa	(i) Percentage of participants fully meeting learning objectives at the end of the training	90%	74%		(i) Number of representatives from the public sector and civil society trained	40	20	4	24		16

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
HO	(d)	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation	(ii) Percentage of participants fully meeting learning objectives at the end of the training	90%	98%		(i) Number of public servants from Southeast Asian countries trained	20	3	7	10		4
HO	(e)	Increased capacity to further develop resource abilities of representatives from the public sector and civil society in Iraq	(i) Percentage of participants fully meeting learning objectives at the end of the training	90%	80%		(i) Number of Iraq public servants and representatives from civil society trained and coached	24	16	8	24		4

Unplanned programming and results:

The launch of the Afghanistan Fellowship Programme Cycle 2017-2018 has been postponed to January 2018 (a).

The Anti-corruption training for Cycle 2017-2018 is still ongoing and expected to complete in January 2018 (c).

The training for nuclear disarmament and non-proliferation for Cycle 2017-2018 will be completed in February 2018 (d).

The training for Iraq youth for Cycle 2017-2018 is expected to complete in March 2018 (d).

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned:

The Afghanistan Fellowship continues to be successful in building the capacity of Afghan professionals around. A range of new topics were introduced to meet the changing needs of the country, at the request of key partner government agencies. These were implemented and well received, addressing capacity gaps. Several of the project proposals developed through the programme focused on addressing issues faced by marginalized groups, with 3 of the 5 proposals receiving funding and are currently undergoing implementation. The Fellowship faces challenges in gender-equality, with less than 10% female participation, and is a key lesson learned which has been flagged for further attention. The project contributes to SDG Goal 16, particularly 16.6 (Develop effective, accountable and transparent institutions at all levels) by improving the capacities of public servants.





The UNITAR South Sudan Fellowship Programme continues to be successful in developing the capacity of young South Sudanese from the public sector, private sector, civil society, academic institutions, and media organizations. Now in its 3rd cycle, the programme continues to evolve, and adapt to the changing needs of South Sudan. The 2016 Cycle saw the addition of new themes such as entrepreneurship and social entrepreneurship to equip these young professionals with skills and practical insight to identify new business opportunities, to lead, and to develop self-led projects that can help address the growing needs of their communities as well as organizations. International Mentors and local coaches were introduced into the Fellowship structure to promote learning and south-south cooperation. The programme encourages peer learning, knowledge sharing, and the formation of a network of likeminded colleagues and friends across all sectors. Gender balance among fellows and competitive selection process were well recognized in South Sudan. Evaluation data show more demand for practical exercises and real-life examples, which have been flagged for further attention. The project contributes primarily to SDG Goal 16, particularly 16.6 (Develop effective, accountable and transparent institutions at all levels) by improving the capacities of public servants.

The North Africa Programme was broadly effective in strengthening participants' understanding of the challenges that corruption poses to peace and development and to the fulfillment of SDG 16. It also fostered a dialogue between government and civil society representatives from Morocco and Tunisia and helped forge working relationships at country and regional level, which are likely to continue beyond the programme. In the words of the Moroccan participants, the best result of the training was that they were able to work together as a group, developing mutual understanding for their respective issues and collaborating on a joint project which will be implemented in the future.

The Training for Nuclear Disarmament and Non-Proliferation aimed to deepen the knowledge of young professionals from Asian countries on the status of nuclear disarmament and non-proliferation as well as enhance their negotiation skills. The project was effective because of the high quality of resource persons, structure of the programme, and what Hiroshima offers as the first atomic bombed city. Building on this success, the project aims to scale itself up and invite close to 30 participants from ASEAN countries in March 2018. The project contributes to SDG 16.

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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The UNITAR Iraq Fellowship Programme continues to promote the capacity development of young professionals from different regions and sectors across Iraq. Youth, who make up the majority of Iraq's population, are tech-savvy and show keen interest in entrepreneurship and social entrepreneurship. Compared to other conflict-affected countries, where patchy internet access and other communication issues often hinder organizations' ability to function, Iraq has thriving social and business networks, both online and offline. Throughout the programme cycle, UNITAR experienced first-hand how participants utilized social media to spread awareness of the programme and their own entrepreneurial activities. The diverse, multi-sector group of Fellows encouraged peer learning and collaboration with the support of local resource persons who contributed to the contextualization of learning. Gender equality had a positive influence on the group dynamic. The programme allowed Fellows to design their projects and continuously develop and fine tune their details by sustained feedback from the trainers and Resource Persons, making their projects as realistic and impactful as possible. Evaluation data show more demand for practical exercises and real-life examples, which have been flagged for further attention. The project contributes primarily to SDG Goal 16, particularly 16.6 (Develop effective, accountable and transparent institutions at all levels) by improving the capacities of public servants. The project also contributes to SDG Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) by equipping the participants on knowledge and skills to create new employments.

DCP	(f)	Strengthened knowledge and skills for improved governance and decentralization in Afghanistan	(i) Percentage of beneficiaries certified with Executive Master degree in Development Policies and Practices	90%	100%		(i) Number of senior officials trained in the field of development policy and practices through an Executive Master degree	40	14	4	18		4
			(ii) Percentage of original research papers contributing to online knowledge repository on financial management	90%	100%		(ii) Number of senior officials submitting a thesis paper in the framework of the Executive Master Degree	40	14	4	18		

Unplanned programming and results: no unplanned programming reported

Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: no assessment or lessons learned provided by programmes



Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO5	IMPROVE RESILIENCE AND HUMANITARIAN ASSISTANCE												
5.1	Leverage Technology to Generate Geospatial Information and Create Integrated Solutions for Human Security, Peace and Socio-economic Development												
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG	
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating		
								M	F	Total			
Operational Satellite Applications Programme (UNOSAT)	(a)	Improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues	(i) Percentage of requests for support met	100%	100%	●	(i) Number of events and/or number of maps/reports delivered to senior decision makers	Events: 30	n/a	n/a	0	○	16
								Maps/reports: 100	204	456	660	●	
							(ii) Annual report on mapping activity related to human security and human rights issued	annually	1	1	2	●	
							(iii) Increased awareness of mapping output in social media, minimum 75 per cent of all publicly released maps/reports to also be broadcasted using social media	75%	80%	85%	83%	●	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
						(iv) Number of international conferences and annually at IASC community in both Geneva and New York with Technical briefings on activities	4	3	3	6		16 (cont)	
UNOSAT	(b)	Improved access to information and data in fields related to peace, security, humanitarian and socio-economic development	(i) Percentage of GIS ready-data suited for public consumption shared via web platform	80%	90%		(i) Number of GIS data and web maps delivered	Data and maps delivered	n/a	n/a	138		16
			(ii) Number of data-sets shared	70	120								
			(iii) Number of web maps available for public consumption via web platform	15	18								
Unplanned programming and results: Large number of web-maps for internal UNDP consumption.													
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: Successful contribution to SDG 16, significant evolution in imagery sharing and use of online solutions for information transfer and presentations.													

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
PO5	IMPROVE RESILIENCE AND HUMANITARIAN ASSISTANCE												
5.2	Develop Credible and Reliable Support Systems for Improved Disaster Risk Reduction												
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG	
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating		
								M	F	Total			
Operational Satellite Applications Programme (UNOSAT)	(a)	Improved routine access by international humanitarian community and Member States to UNOSAT high-quality satellite imagery analysis for senior level decision making and operational coordination & response in the field	(i) Percentage of requests supported	100%	100%	●	(i) Annual report on mapping activity related to humanitarian rapid mapping	annually	1	1	2	●	11
							(ii) Annual report on UNITAR/UNOSAT Space Charter activities submitted to Space Charter board	annually	1	1	2	●	
							(iii) Number of humanitarian rapid mapping activations carried out	20	21	34	55	●	
							(iv) Increased awareness of mapping output in social media, percentage of all publicly released maps/reports to also be broadcasted using social media	75%	85%	85%	85%	●	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
		(ii) New map templates in place and used	All maps and reports following new template	Yes	●	(v) Number of international conferences and annually at IASC community in both Geneva and New York where technical briefings on activities were organized	4	2	3	5	●	11 (cont)	
UNOSAT	(b)	Increased skills and capacity of national and regional experts to use satellite derived mapping and GIS for disaster risk reduction, emergency response and territorial planning and monitoring	(i) Percentage of beneficiaries using skills in national or regional context	90%	90%	●	(i) Skills development training delivered to 250 beneficiaries on GIS for disaster risk reduction and territorial planning and monitoring	250	225	132	357	●	11
							(ii) Number of Member States for in-country projects receiving technical briefings on activities, including training and technical support	6	6	3	9	●	
UNOSAT	(c)	Improved knowledge of water resources in Chad	(i) Percentage of trained professional and students successfully meeting course requirements	80%	80%	●	(i) Number of professional and students trained	35	20	17	37	●	6

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
		(ii) Percentage of map recipients confirming that hydrological maps have provided useful information and increased knowledge for improved water management	80%	85%	●	(ii) Number of maps produced	35	7	0	7	●	6 (cont)	
		(iii) Number of beneficiary institutions having access to online GIS data viewer	6	6	●								
Unplanned programming and results: no unplanned programming reported													
Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: Contributing to SDG 6. Humanitarian rapid mapping and training continued to be requested and delivered accordingly. Contributing towards SDG 11, 13 and 15. ResEau Chad project phase 2 planning was revised during reporting cycle. 2017 was spend on revising cartographic concept and methodology and not map production as originally planned.													
UNOSAT	(d)	Support to Member States to build capacity for implementation of Sendai Framework for DRR	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased	75%	80%	●	(i) Massive open online course designed and developed on Sendai Framework	1	n/a	n/a	0	●	11
GCP	(e)	Design of a One-UN knowledge platform for DRR within the CADRI Alliance	(i) Online knowledge centre modelled on CC:Learn for DRR stakeholders	Structure and functionalities agreed by CADRI Board and pilot version tested	Proof of concept delivered. No beta-version tested	●	(i) Proof of concept for CADRI Board	1	n/a	n/a	1	●	n/a
							(ii) Beta version tested	1	n/a	n/a	0	●	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
HO	(f) Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS	(i) Percentage of participants fully meeting learning objectives at the end of the training	90%	97%		(i) Number of female leaders from the public sector and civil society from the Pacific SIDS trained and coached	28	0	59	59		11
<p>Unplanned programming and results: The CADRI Alliance changed leadership and priorities during the reporting cycle resulting in the beta version of the online knowledge centre to be dropped as no funding was found for this and the MOOC.</p>												
<p>Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned: The training for Tsunami-based Disaster Risk Reduction (DRR) supported female leaders from the public sector and the civil society from Tsunami-prone SIDS to become effective change agent for DRR. The training included a variety study tours to learn lessons at the national, sub-national, and community levels, including meeting with Tsunami survivors. The training also offered sessions facilitated by DRR and gender experts, combined with group and individual exercises. It was proven extremely helpful to organize a study tour to the areas/communities that have many common factors with SIDS (i.e. size of town (small), role of religion (strong), role of women (male dominated society)). For 2016, the participants were from Pacific SIDS. For 2017, the project was scaled up and had participants from both Pacific and Indian Ocean SIDS. Cross learning from these two regions was effective.</p>												

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
PO6	BUILDING CAPACITY FOR THE 2030 AGENDA											
6.1	Supporting the adoption and adaptation by Member States of the 2030 Agenda											
Programme	Accomplishment	Accomplishment				Outputs						Alignment with Primary SDG
		Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual			Rating	
M	F							Total				
Research Department - Agenda 2030 Programming (RD-Agenda 2030)	(a) Increased access of Member States to training to strengthen capacity to mainstream SDGs into national development planning and strategies and promote policy coherence along the national policy cycle, with emphasis placed on countries in special situations (African LDCs, LLDCs, SIDS)	(i) Number of countries having used the training kit	34	29	●	(i) Number of toolkits (modules developed aimed specifically at African LDCs, and made available in English and French	6	n/a	n/a	10	●	17
		(ii) Number of users	200	705	●	(i) E-tutorial developed on mainstreaming the SDGs	1	n/a	n/a	1	●	
						(ii) Number of toolkit with a facilitator guide - on policy coherence - and both made available online	1	n/a	n/a	1	●	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
			(iii) Percentage of beneficiaries reporting an increased awareness about approaches to ensure harmonized planning reflecting various global and regional commitments	70%	92%	●	(iii) Number of HLPF participants benefitted from a learning session on the harmonization of global and regional commitments in national planning	50	13	32	45	●	17 (cont)
			(iv) Percentage of beneficiaries reporting an increase of capacity to mainstream SDGs in a more effective and coherent manner across the national policy cycle	80%	89%	●	(iv) Number of participants trained through 1 learning conference for English-speaking African LDCs	50	82	146	228	●	
			(v) Percentage of beneficiaries applying knowledge in their work	70%	NM	●							
(RD-Agenda 2030)	(b)	Increased awareness by the general public on the significance and contents of Agenda 2030	(i) Percentage of participants completing the course agreeing or strongly agreeing that their awareness on the subject matter has increased	70%	99%	●	(i) Number of registered beneficiaries of Massive Open Online Course developed on Agenda 2030 and tested	Registered: 2,000	875	1,261	2,136	●	17

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG	
						(ii) Number of certified beneficiaries of Massive Open Online Course developed on Agenda 2030 and tested	Certified: 200	198	184	382			
A2030 Programme Focal Point	(c)	Increased national capacity to set up inclusive review systems and use statistics relevant to the 2030 Agenda	(i) Percentage of training participants agreeing or strongly agreeing that learning objectives were met mostly or fully	70%	NM		(i) Number of national experts trained on developing inclusive review systems for SDGs and using data and evaluation results through 5 workshops for LDCs and SIDS	100	n/a	n/a	0		17
			(ii) Percentage of beneficiaries reporting an increased awareness about key features of the national reviews and fit-for-purpose M&E systems for the SDGs	70%	87%		(ii) Number of HLPF participants benefitted from a learning session on national reviews and M&E systems	50	45	81	126		

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
		(iii) Percentage of the MOOC participants agreeing or strongly agreeing that learning objectives were met mostly or fully	70%	NM	●	(iii) Number of certified beneficiaries from 2 developed MOOCs on stakeholder engagement for the SDGs, as well as 2 e-tutorials and 3 webinars delivered for a total of 100 participants	200	19	27	46	●	17 (cont)
		(iv) Percentage of participants having attended the webinars agreeing or strongly agreeing that their awareness on the subject matter has increased	70%	95%	●							
		(v) Percentage of participants agreeing or strongly agreeing that learning objectives were met mostly or fully	80%	80%	●	(iv) Number of participants trained on evaluation for the SDGs through a regional face-to-face workshop and regional peer-to-peer network set-up	25	16	26	42	●	
		(v) Percentage of participants indicating they have benefitted from the peer-to-peer network through advice, mentorship or relevant good practices	70%	80%	●							

Unplanned programming and results:

2 additional learning conferences were held on mainstreaming and policy coherence for Latina American and African countries. 2 more learning sessions related to reviews of progress on the SDGs were organized for delegates during HLPF 2017. Instead of MOOC on stakeholder engagement, the partner requested to hold a facilitated course by invitation only for nominated government officials in charge of coordinating VNRs and SDGs in their countries.

The finalization of the policy cycle toolkits and the development of reviews and data toolkits has been shifted to early 2018. This is due to donor funding decisions taken a few months later than expected, additional conferences to be held in 2017 and the time required for the inclusion of case studies from these conferences in the policy cycle toolkit. Data governance workshops have also been shifted to the first half of 2018 in agreement with the donor.

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	M	F	Total	Rating	SDG
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Assessment (including contribution to helping Member States achieve SDGs) and Lessons-learned

Positive feedback has been received from UN Member States in the context of the learning conferences and stakeholder engagement course, incl. the use of the acquired knowledge for the preparation of VNRs and strengthening participatory approaches. Other areas where participants of UNITAR's learning sessions felt they have increased their knowledge in particular include integrated planning, mainstreaming of SDGs across national policy cycle, strengthening regular and inclusive reviews and building integrated M&E systems. UNITAR has also contributed to enhanced awareness and understanding of the SDGs through its MOOC with some organizations directing all their staff to take it. The performance target for increased national capacity to set up inclusive review systems and use statistics relevant to the 2030 Agenda was not met as the activities were shifted to 2018. The significantly smaller number is due to the switch from the planned, non-facilitated MOOC open to the public to a facilitated, by invitation only course instead. It is targeted towards government officials in charge of VNR and SDG coordination further to the funding partner request.

For the increased access of Member States to training to strengthen capacity to mainstream SDGs into national development planning and strategies and promote policy coherence along the national policy cycle, with emphasis placed on countries in special situations (African LDCs, LLDCs, SIDS), the training reached African LDCs. This objective surpassed the target for the number of participants trained through 1 learning conference for English-speaking African LDCs. Beneficiary data includes participants from 3 learning conferences held in Abuja for African LDCs in English, in Cartagena for Latin American countries and in Addis Ababa for all African countries, incl. Special emphasis on LDCs.

Among lessons learned are:

Seizing the momentum and leveraging national political processes increases the relevance and applicability of knowledge by participants (e.g., design of VNR stakeholder engagement strategies)

Member States appreciate access to concrete tools they can use themselves for mainstreaming;










Learning process around the SDGs mainstreaming is about helping to share experiences and promote good practices through case studies;

There is a strong demand from member States for addressing capacity needs in the area of data, integrated planning and budgeting and financing for the SDGs;


MOOCs can be useful tools for strengthening general awareness raising when designed at the introductory level.

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
FO1	SOUND EXECUTIVE LEADERSHIP									
1.1	Maintain sound executive leadership, stewardship and governance									
Programme	Accomplishment		Accomplishment				Outputs			
			Accomplishment indicator	Target (rev)	Actual	Rating	Output Indicator	Target (rev)	Actual	Rating
Office of the Executive Director	(a)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate results	(i) Percentage of corporate key performance indicators achieved within 80 per cent of target	80%	78%	●	(i) Key performance indicators formulated and monitored	Binary	Achieved	●
OED	(b)	Effective implementation of decisions/ recommendations of oversight and governance bodies	(i) Percentage of Board of Trustees recommendations implemented within specified timeframe	100%	100%	●	(i) Reports produced of the Board of Trustees and subsidiary body sessions	Binary	Achieved	●
			(ii) Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	100%	55%	●	(ii) Reports of regular management meetings	Binary	Achieved	●

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating	
						(iii) Internal policies developed, and application effectively monitored	Binary	Achieved	●	
OED	(c)	Managerial coordination within UN system agencies and the Secretariat	(i) Number of initiatives undertaking in coordination with UN system agencies and Secretariat departments	4	100%	●	(i) Facilitation of high-level meetings	Binary	Achieved	●
							(ii) Assistance provided in response to requests from the Secretary-General	Binary	Achieved	●
<p>Unplanned programme and results: Submission of draft SG report on UNITAR to the Executive Office of the Secretary General, cleared by OESG and submitted to ECOSOC. Inputs provided to ECESA on UNITAR support to implementation of the 2030 Agenda. Reporting against UN SWAP indicators submitted to UN Women. Speaking notes submitted to EOSG as required, in response to specific requests. Submission of biennium budget and financial reporting to ACABQ. Facilitation of high level meetings, including UNITAR Board of Trustees and Advisory Council on A2030 and PTP Advisory Board, chairing of Geneva - Tshingua University SDG Learning Advisory Board and Geneva Lecture Series.</p>										
<p>Assessment and Lessons-learned: Five of nine external recommendations were implemented from prior financial periods (A/69/5/Add.5). Of the 4 recommendations not implemented, four were reported to be under implementation with expected completion in 2018.</p>										

Programme	Accomplishment		Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
FO2	STRENGTHEN PROGRAMMING FOR RESULTS									
2.1	Further strengthen internal capacities for effective and efficient planning and delivery of results									
Programme	Accomplishment		Accomplishment				Outputs			
			Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating
Office of the Executive Director, Planning, Performance and Results Section (PPRS)	(a)	Improve accountability in delivering results	(i) Percentage of donor funded project documents having logical frameworks or other results formulations with indicators and performance measures	90%	44%		(i) Provision of methodological guidance and review of project documents and other results frameworks	Binary	Achieved	
			(ii) Percentage of project narrative reports submitted on time	80%	63%*		(ii) SPG / PTT tracking tools maintained with quarterly reports to the Executive Director	Binary	Achieved	
PPRS	(b)	Strengthened self-evaluation function	(i) Percentage of learning-related events in which intermediate (learning outcomes) are assessed/evaluated	90%	82%**		(i) Methodological guidance produced through job aides, templates and coaching	Binary	Achieved	
			(ii) Percentage of project completion evaluation reports that include findings, conclusions and recommendations	40%	81%		(ii) Review / revision of the M&E Policy Framework	Binary	Achieved	
							(iii) Meta-analysis reports of self-evaluation undertakings	2	0	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating	
PPRS	(c)	Strengthened independent evaluation function	(i) Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	80%	66%	●	(i) Independent quality assessments / reviews of programme self-evaluations	10	3	●
							(ii) Corporate evaluations of application of learning	2	2	●
							(ii) Independent project evaluations	2	3	●
							(iv) Independent programme / cluster evaluations	4	1	●
PPRS	(d)	Effective knowledge integration and organizational learning	(i) Percentage of manager respondents confirming that lessons learned have been applied to future programming	80%	NM	●	(i) Repository developed on lessons learned	Binary	Partially	●
							(ii) Knowledge-sharing forum on integrating lessons-learned for quality improvement in programming	1	0	●
PPRS	(e)	Timely reporting of corporate results	(i) All corporate results produced within established deadlines	Yes	Achieved	●	(i) Corporate results reports produced	2	2	●
							(ii) Programme performance Reports produced	2	2	●

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
						(iii) Draft report of the Secretary-General on UNITAR (2017) produced	Binary	Achieved	
<p>Unplanned programming and results: Several unprogrammed results were produced during the course of the biennium, the most noteworthy include (1) the coordination and drafting of the 2018-2021 strategic framework, including an alignment exercise of UNITAR result areas to the 2030 Agenda for Sustainable Development, facilitation of two staff retreats, and the deployment and analysis of a stakeholder/partner perception survey; (2) the development of a knowledge management gateway on UNITARnet; the lesson learning portal on Yammer; (3) coordination of the Third Party Monitoring component of the Pakistan Evidence and Learning Platform (PELP) project (during 2017); and (4) development and partial implementation of the Executive Leadership Programme on Evaluation and Sustainable Development Goals. The time invested in these unprogrammed result areas partly explain underperformance of programme result areas.</p>									
<p>Assessment and Lessons-learned: *Those projects qualifying for the indicator include those under agreements with final narrative reporting falling during 2016 to 2017. Projects excluded are agreements during the cycle but with final narrative reports falling in 2018 or later). ** Only reports submitted during the 2016-2017 biennium and that contained some self-evaluation components were included in the performance measure. Overall, the performance against planned outputs and outcomes under this functional objective is variable. The performance target of projects with logical frameworks or other result matrices with indicators and performance measures was not achieved (as was the case in 2014-2015), despite regular methodological advice, job aides and reviews of project documents. While the tools and guidance are in place, the practice has generally not followed suit. This discrepancy is due largely to the relatively small size and scope of many projects, which tend to be small with budgets less than \$100,000 and associated with specific learning events, as well as the continued reluctance of programmes to articulate results with performance measures when donors do not require them. A major achievement during the biennium was the revision of the Monitoring and Evaluation Policy Framework, which formalized a requirement for independent evaluation of projects budgeted at \$1.5 million and above. Three independent project evaluations were undertaken during the biennium, in addition to two corporate Kirkpatrick level 3 evaluations and one cluster evaluation on training of trainers related programming. Effective knowledge integration remains a challenge, however, despite efforts to maximize social media (UNITAR Yammer account devoted to lesson learning) and the knowledge management gateway on UNITARnet. The Planning, Performance and Results Section has used Yammer and the knowledge management gateway as a vehicle to share lessons learned. The regular use of these 'virtual' platforms is variable among UNITAR staff, however.</p>									

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
FO2	STRENGTHEN PROGRAMMING FOR RESULTS								
2.2	Further strengthen the quality of UNITAR products and services								
Programme	Accomplishment	Accomplishment				Outputs			
		Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating
Office of the Executive Director, Planning, Performance and Results Section (PPRS)	(a) Improved implementation know-how to align learning events with quality assurance tools	(i) Percentage of sampled Quality Assurance Framework assessments meeting at least 10 of 16 criteria	60%	NM	●	(i) Methodological guidance provided to programmes for self-assessment against quality standards	Binary	0	●
		(ii) Percentage of e-Learning course self-assessments submitted receiving ECBCheck certification	100%	100%	●	(ii) Just-in-time short learning modules on quality criteria/ instructional design developed	3	0	○
						(iii) Independent reviews performed on Quality Assurance Framework self-assessments	16	3	●







Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
PPRS	(b) Endogenous learning strengthened for quality improvement	(i) Percentage of quality assurance review recommendations implemented	80%	NM	●	(i) Recommendations submitted to programmes for quality improvement	Binary	Partially	●
						(ii) Knowledge-sharing on quality assurance through the organization of in-house forum	1	1	●
<p>Unplanned programming and results: The QAC administered a usability survey of the QAF in 2016 and organized focus group discussions with staff, with a view to streamlining the Quality Assurance Framework process.</p>									
<p>Assessment and Lessons-learned: The Quality Assurance Committee (QAC) organized a knowledge-sharing exchange in December 2016 to discuss trends in quality based on QAC reviews of self-assessments and recommendations. On this occasion, results from the QAF usability survey administered to UNITAR staff and focus group discussions were also discussed. As part of the review process, the QAF was revised to include a reduced number of quality standards (from 16 to 10), changes to the self-assessment and independent peer review processes, and an extension of the QAF application to also include the CIFAL Global Network in accordance with the CIFAL Guidelines. The QAF is now administered as a self-assessment tool, without the obligation to upload supporting documentation. The QAC undertakes periodic reviews of learning events/programmes on a random basis. During 2017, the QAC was unable to undertake independent reviews, however, as the committee is experiencing significant resource challenges. QAC members are confronted with competing assignments (and one member has left UNITAR). UNITAR's small size translates to a lack of critical mass to regularly undertake independent assessments on quality. As quality is one of the elements of the Institute's Six-point Vision Statement and values articulated in the 2018-2021 strategic framework, it will be important for the Committee to be revitalized with the necessary resources for the 2018-2019 biennium. The ECBCheck process faces similar constraints. Three e-Learning course self-assessments were submitted and received ECB-Check certification; two internal reviews were performed on ECB-Check standards and certification are pending. Following executive decision, as from 2017, KSI was no longer providing institutional support to programmes.</p>									





Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating	
FO3	OPTIMIZE EFFICIENCY									
3.1	Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs									
Programme	Accomplishment	Accomplishment				Outputs				
		Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating	
Admin. and Procurement Section (APS)	(a)	Improved efficiency in processing procurement transactions	(i) Percentage rating on client satisfaction	75%	59.50%*	●	(i) Client satisfaction survey administered	Binary	NM	●
APS	(b)	Sustained quality of administrative services delivery	(i) Percentage rating on client satisfaction	75%	64.30%*	●	(i) Client satisfaction survey administered	Binary	NM	●
Unplanned programming and results: no unplanned programming reported										

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
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Assessment and Lessons-learned:

*The rating is limited to 2017 and is based on a survey administered by the Planning, Performance Monitoring, and Evaluation Unit in February 2018 to 196 recipients with a unitarstaff@unitar.org email address. Survey recipients were asked to respond only if they worked at UNITAR for at least six months during 2017. 59 and 62 individuals responded to questions on procurement and administrative services, respectively. Assessment ratings were limited to respondents confirming use of the service either frequently (several times per month) or occasionally (once or twice per month) during 2017 (procurement services: 34 respondents; administrative services: 44 respondents) and who agreed or strongly agreed respective services were performed with efficiency and delivered with quality. Ratings were based on a five-point Likert scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). Respondents expressing neither agreement nor disagreement represented 9.38% and 24% of respondents for procurement and administrative services, respectively. 25% of respondents expressed disagreement or strong disagreement that procurement services were efficient. 12% of respondents expressed disagreement or strong disagreement that administrative services were delivered with quality. The result of the survey is an indication about the lack of understanding of the rules and procedures and the limited communication at the Programme level. There is a clear need for the Managers and Programme focal points to be trained and familiarized with the financial and procurement rules, regulations and procedures. The section is under-staffed with one staff absent in 2017 on extended medical leave. No client satisfaction survey was administered in 2016.

Finance and Budget Section (FBS)	(c)	Maintenance of sound financial statements and records	(i) Unqualified audit opinion of the Board of Auditors on financial statements	Binary	Yes		(i) Facilitation of BOA audit of financial statements	Binary	Yes	
FBS	(d)	Efficient support to programme activities	(i) Improved support cost ratio (Support costs v. overall costs)	17,5%	14,77%		(i) Financially sustainable Operations	NM	NM	
			(ii) Reduction of budget and finance related external service costs (external service costs v. overall costs)	2%	11%		(ii) Decrease in support cost ratio	NM	NM	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
FBS	(e) Sustained quality of finance and budget services delivery	(i) Client satisfaction ratio	80%	58.33%*		(i) Client satisfaction survey administered	Binary	NM	
<p>Unplanned programming and results: (i) FBS has released the UNITAR finance dash board which will provide real time project balances, encumbrances/ unliquidated obligations, etc. which will be useful for efficient planning of activities by the programs (ii) FBS has also introduced multi-year budgeting for the programmes and projects which will enable efficient control of spending against agreed budgets (ii) FBS also has conducted a min-reconfiguration in ATLAS to move away from manual allocation of resources there by reducing financial risks of overspending due to manual errors and this has also reduced repetitive transactional volumes creating efficiencies within FBS</p>									
<p>Assessment and Lessons-learned : *The rating is limited to 2017 and is based on a survey administered by the Planning, Performance Monitoring, and Evaluation Unit in February 2018 to 196 recipients with a unitarstaff@unitar.org email address. Survey recipients were asked to respond only if they worked at UNITAR for at least six months during 2017. 64 individuals responded. Assessment ratings were limited to respondents confirming use of the service either frequently (several times per month) or occasionally (once or twice per month) during 2017 (37 respondents) and who agreed or strongly agreed respective services were processed with quality. Ratings were based on a five-point Likert scale (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). Respondents expressing neither agreement nor disagreement represented 33.33% of respondents. 8.33% of respondents expressed disagreement that financial services were processed with quality. High level of middle ground responses with no opinion and the verbal comments taken together , the conclusions made are that the Program personnel and managers alike, require capacity building to (i) understand the division of responsibility between programs and FBS (ii) improve their level of understanding on how to read and handle financial information through (i) more access to financial information and access to ATLAS and (ii) training sessions. No client satisfaction survey was administered in 2016.</p>									
Human Resources Section (HR)	(f) Timely workforce profiling and alignment with corporate needs	(i) All posts submitted by programmes are reviewed and classified to ensure clarity of roles/ responsibilities based on the Institute's approved structure	Posts classified and reviewed within one week after sub-mission	Achieved		(i) Client satisfaction survey administered	Binary	Achieved	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
HR	(g) Timely administration of contracts	Number of processing days for contract issuance following requests submitted by programmes	3	3	●	(i) Proper contractual management	Binary	Achieved	●
HR	(h) Improved opportunities for development of skills / competencies	Ratio of learning and career development courses per staff	02:01	See comment	●	(i) Training and career development courses delivered	Binary	See comment	●
<p>Unplanned programming and results: In the context of the preparations for the 2018-2021 strategic framework, the organizational structure was reviewed and a job analysis/ job design exercise was undertaken. The number of contracts managed by HR increased significantly with a total of 825 (45 regular staff, 642 consultancy contracts, 113 Interns/trainees, 58 fellows, and 15 personnel under special agreements or other types). The number of vacancies also increased with 14 vacancies being managed.</p>									
<p>Assessment and Lessons-learned: Linda.com was introduced in 2017 to enable programmes to access a large suite of training opportunities to respond to learning needs as reflected in individual development plans in performance evaluation reports.</p>									
Communication and IT Support Section	(i) Increased cost-effectiveness of IT solutions and plans	Cost of hosting website and email servers	20% de-crease from total cost for 2014-15	87% reduction for website hosting, 22% reduction for email server hosting		(i) New service contract negotiated and signed with new web-server and email provider(s)	Binary	yes	

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
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Unplanned programming and results:

Project Tracking Tool (<http://ptt.unitar.org>) - Online solution that would enable the recording and storing all financial agreements (including funds in and funds out) together with respective financial and narrative reports required under the agreements. Initially built and launched in 2015 but further development in 2016 and 2017.

Budget Tool (<http://budget.unitar.org>) - Web-based platform that allows collection of budgets proposal and budget revisions. Built in the summer of 2017: June-August 2017

Green Legacy Hiroshima (<http://glh.unitar.org>) - Creation of standalone website for the Green Legacy Hiroshima section on the UNITAR website. Built in the summer of 2017, launched in August 2017

In addition to the above, CITSS further improved the online inventory management system, initiated a regular mandatory IT Security training for all employees, a migration of the Moodle platform to a new service provider, and a Financial dashboard, linked to the UNITARnet.

Assessment and Lessons-learned:

In this biennium, there are several major accomplishments by CITSS that relates to the IT issues, notably the upgrade of the Event Management System from Drupal 6 to Drupal 7, which improved the stability, usability and efficiency of event/participants management. CITSS delivered the first UNITAR intranet and Financial Dashboard with semi-live data. The Section managed to achieve the goal in reducing the expenses for hosting the website and email system by migrating to a more cost-effective platform.

Other accomplishments include the upgrade of the MS office to the MS Office 365 subscription model. This shift allowed the Institute to have the latest MS applications at all times, tools in Office 365 made available for mobile devices and single sign-on across all apps, more storage space for each account (OneDrive), and more collaboration tools (skype for business, Yammer, OneDrive for Business, OneNote, etc.).

CITSS also organized several information sessions and issued guidance documents on each tool (Excel 2016, Word 2016, OneDrive for Business, Skype for Business, Teams, Yammer, Planner, UNITARnet). The Section regularly organized training and information sessions on other IT related topics, including IT Security (mandatory training), new EMS and new functionalities of the EMS, Moodle in order for employees to use the IT resources securely and more efficiently.



The challenges that CITSS experienced in migrating IT platforms (such as Office365, Moodle and EMS) are size of data to be transferred over the internet combined with system complexity to accomplish such migration within a limited time period. This requires stretching the limited resources, that resulted in significant burden on IT staff members to work day and night and over several weekends to meet the deadline. As the institute accumulates significant amount of data over years, it is getting more challenging to migrate them across the internet, a proper procedure in record keeping should be in place and strictly be followed.

In addition, procurement procedures should consider the challenges such as human factor and not just promoting "best value for money". Workloads, time, needed supplies, providers and human resource are also part of the cost but not being seen on these procedures, when assessing the "price component" of the service providers.





Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating	
FO4	INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS									
4.1	Increase and diversify financial resources with an emphasis on new, emerging donor countries and the private sector									
Programme	Accomplishment	Accomplishment				Outputs				
		Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating	
Office of the Executive Director, Planning, Partnerships and Resource Mobilization Section (PRM)	(a)	Improve in income to match budget requirements	(i) Percentage increase in income over 2014-2015 biennium (note error in budget referring to 2012-2013 biennium)	11.5%	12.8%	●	(i) Financial agreements negotiated and concluded with donors	Binary	Achieved	●
PRM	(b)	Increased diversification of funding	(i) Proportion of income supporting multi-year projects (over 2 years)	50%	34%	●	(i) Financial agreements negotiated and concluded with donors, including the private sector	Binary	Achieved	●
			(ii) Proportion of income stemming from the private sector	1.5%	3%	●				
			(ii) Proportion of voluntary contributions to the General Fund from developing countries	60%	77%	●	(ii) Outreach services to developing countries, including	Binary	Achieved	●

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
		(iv) Proportion of voluntary contributions received from newly emerging countries	12%	11%	●	the new 'emergent' economies			
Unplanned programming and results: The Policy Guidelines for Disbursement of Funds to Implementing Partners were revised in 2016. A Due Diligence Assessment reporting template was also prepared to enable programmes to thoroughly review partners prior to concluding agreements.									
Assessment and Lessons-learned: Performance measures were generally met or surpassed. The Institute is pursuing engagement opportunities with the private sector, including Diagio Inc., which supports the road safety initiative. On the proportion of income supporting multi-year project s(over 2 years), one of the most significant challenges is the high transaction costs associated with a large volume of relatively small-scale projects with earmarked funding. Exacerbating this problem is the large number of small scale projects with financial and narrative reporting requirements, with some projects requiring multiple financial reports. This has placed constraints on the Finance and Budget Section. Many of the partnership functions were performed by the Planning, Performance and Results Section during the 2016-2017 biennium.									

FO4	INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS									
4.2	Increase the breadth and depth of partnerships in programming									
Programme	Accomplishment	Accomplishment				Outputs				
		Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating	
Office of the Executive Director, Planning, Partnerships and Resource Mobilization Section (PRM)	(a)	Expanded partnership in programming	(i) Proportion of UNITAR events delivered with partners	60%	57%*	●	(i) Partnership agreements negotiated and concluded in collaboration with programmes	Binary	Achieved	●
			(ii) Proportion of UNITAR beneficiaries registered from events implemented with partners	80%	75%*	●				
			(iii) Proportion of UNITAR partners from UN agencies	35%	35%**	●				

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
PRM	(b) Deepen partnership collaboration in programming	(i) Percentage of multi-year funded project designed and implemented through partnerships	50%	78%		(i) Joint project documents submitted to donors for funding in collaboration with programmes	Binary	Partially achieved	
<p>Unplanned programming and results: A Resource Mobilization Strategy was developed in 2016 to cover the period of 2017-2021. The strategy includes a number of related targets, including the overall budget and target of an average 6 per cent increase annually. A Resource Mobilization Committee oversees the strategy and has been meeting periodically during the biennium. A due diligence assessment (DDA) tool for implementing partners was developed in 2017 by the Planning, Performance Monitoring, and Evaluation Unit as part of due diligence requirements for downstream partners of the Pakistan Evidence and Learning Platform project. The DDA tool was applied to the selection/contracting of the Third Party Monitoring service provided. During the biennium, much of the work in the field of partnerships was managed by the Planning, Performance and Results Section, as the post of Manager of the Partnership and Resource Mobilization Section continued to be vacant.</p>									
<p>Assessment and Lessons-learned: *Based on information recorded by programme units in the Events Management System (EMS). **Based on the mean from 2016 and 2017 figures. Note that the proportion of UNITAR partners from UN agencies for 2016 (42%) was compiled on the basis of off-line EMS data and merged with data that was directly entered in to the system by programmes for 2017. The information provided by the EMS covering 2017 was 28% (on the basis of partnership information provided for 222 recorded events). UNITAR continues to perform relatively well in the field of partnership. As recorded in the annual results reports, partnerships continue to be instrumental in achieving results. UNITAR is in need of crafting more strategic and long-term partnerships, however. Filling the vacant Manager position of the Partnership and Resource Mobilization is considered to be a priority.</p>									

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating	
FO5	ENHANCE COMMUNICATION									
5.1	Enhance coherence and effectiveness of communications, engage stakeholders and strengthen branding									
Programme	Accomplishment	Accomplishment				Outputs				
		Accomplishment indicator	Target (rev)	Actual	Rating	Outputs	Target (rev)	Actual	Rating	
Communications and IT Support Section (CITSS)	(a)	Improved coherence and increased effectiveness in communications	(i) Percentage of sampled communication products in compliance with communication guidelines	80%	86%	●	(i) Training and coaching provided for new branding guidelines	Binary	Yes	●
			(ii) Percentage of sampled beneficiary feedback results in which respondents agree or strongly agree that pre-event information was useful in making an informed decision on taking the event	90%	82%*	●	(ii) Website, EMS, VLS and social media networks branded in coherent manner	Binary	Yes	●
							(iii) Corporate UNITAR brochures reports developed	Binary	Yes	●
							(iv) Social media guidelines updated and checklists issued	Binary	Yes	●
			(iii) Intranet developed and launched	Binary	Yes	●	(v) Training and coaching provided to UNITAR staff to manage social media accounts	Binary	Yes	●
							(vi) Staff feedback collected and integrated into intranet	Binary	Yes	●

Programme	Accomplishment	Acc. Indicator	Target	Actual	Rating	Output	Target	Actual	Rating
						(vii) Training and coaching provided to UNITAR on new intranet	Binary	Yes	
CITSS	(b)	Strengthened recognition of the UNITAR brand	50%	64%		(i) Brand recognition survey administered and results analyzed	Binary	Yes	
						(ii) Training delivered on the use of the new branding guidelines	Binary	Yes	

Unplanned programming and results:

Throughout 2016 and 2017, CITSS issued Quick Start Guides on several Office365 tools, including Excel 2016, Word 2016, OneDrive for Business, Skype for Business, Teams, Yammer, Planner, UNITARnet, to facilitate the usage of the newly available tools. The Section also organized information sessions on some of these tools and created "how to videos" on OneDrive for Business, Yammer and email inbox cleaning. They are all available on the newly created UNITARnet, the first UNITAR intranet platform, which was launched in 2016. In addition, at the end of 2017, the Section issued the first internal newsletter. These efforts all aim at increasing collaboration and improving internal communication among colleagues in different departments of the Institute. With the request from the Executive Director, a new promotional video was created ahead of the 2017 Board of Trustees and Friends of UNITAR meeting.

Assessment and Lessons-learned:

In the area of improving coherence and increasing effectiveness of communications, CITSS delivered several important outputs, starting from the Communications Strategy, which was adopted by the Board of Trustees in November 2016, and three corporate publications, namely "Programme Overview", "2015 Results Report" and "2016 Results Report". Writing style guidelines and social media guidelines were also reviewed and updated and internal social media network was created to share best practices, plan and share social media contents and keep up-to-date with the new trends among colleagues who manage social media accounts at UNITAR. * The percentage of sampled beneficiary feedback results in which respondents agree or strongly agree that pre-event information was useful in making an informed decision on taking the event was based on a random sample of 99 leaning events from 2016 & 2017. Twenty-three per cent included data for the indicator, with the average of 82 per cent of respondents rating the measure with 4 (agree) or 5 (strongly agree). CITSS continued giving guidance and advice on the usage of the Branding Guidelines and ensured the compliance to the Guidelines by various communication and training materials. The Section also clears such materials before being published or printed. A brand recognition survey was administered and results corrected and analyzed. The major achievements of this biennium are the introduction of the first intranet and issuance of the first internal newsletter.

Annex II. Unplanned Output Results

Division	Accomplishment Result	Output Result	Number of non-programmed results
New York Office (NYO)	Strengthen capacity for delegates to navigate the vast UN system with ease	5,023 downloads in 2017 for the use of delegates from 130 countries	1
Hiroshima Office (HO)	None recorded	None recorded	0
Decentralized Cooperation Programme (DCP)	None recorded	None recorded	0
Peacemaking and Conflict Prevention Programme (PMCP)	Strengthened knowledge and skills of mid and senior level Asia-Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation	43 officials in Asia-Pacific trained in two regional training programmes	1
Peacekeeping Training Programme (PTP)	Enhanced knowledge and skills of minority fellows in conflict analysis and negotiation theory	104 representatives of African countries nominated to be part of UN Security Council and representatives of the African Union Peace and Security Council	7
	Strengthened intergovernmental dialogue among African countries on the topic of prevention and response to terrorism and violent extremism	24 African Union Member States participating in High-Level Forum on "Effective and Sustainable Counter-Terrorism Responses"	
	Strengthened knowledge and skills of staff of the community-based programs working with marginalized communities	30 participated trained by UNITAR	
	Increased ability of staff of the community-based programs to implement activities at the community level to better protect children at risk	24 beneficiaries trained by UNITAR	
		44 beneficiaries trained by professionals previously trained by UNITAR	
		620 beneficiaries trained by previously trained professionals	
Strengthened capacities of at risk youth and children to promote positive change within their communities and to assess the reality and risks associated with being involved in illegal activities	24 beneficiaries trained by UNITAR		
Multilateral Diplomacy Programme (MDP)	None recorded	None recorded	0
UNITAR Operational Programme on Satellite Applications (UNOSAT)	Accomplishment not specified	Large number of web-maps for internal UNDP consumption	1
Agenda 2030	Accomplishment not specified	2 additional learning conferences on mainstreaming and policy coherence for Latina American and African countries	2
	Accomplishment not specified	2 additional learning sessions related to reviews of progress on the SDGs for delegates at 2017 HLPF	
Public Finance and Trade Programme (PFTP)	Strengthened knowledge and skills of African officials on private sector development	404 participants trained	2
	Strengthened knowledge and skills of African officials and BADEA staff on project monitoring and evaluation (in collaboration with UNOSAT)	20 participants trained	
Knowledge Systems Innovation (KSI)	Accomplishment not specified	17 national trainers participated in a Training-of-Trainers session	1
Chemicals and Waste Management Programme (CWM)	Strengthened knowledge and skills on Pollutant Release and Transfer Registers (PRTR) building national knowledge-building on PRTR, design of the national PRTR system, pilot testing and awareness raising.	32 participated (via Webinar) in PRTR National Inception Workshop in Moldova	6
		33 participated (via Webinar) in PRTR National Inception Workshop in Cambodia	

Annex II. Unplanned Output Results

Division	Accomplishment Result	Output Result	Number of non-programmed results
		34 participated (via Webinar) in PRTR National Inception Workshop in Kazakhstan	
		35 participated (via Webinar) in PRTR National Inception Workshop in Peru	
		36 participated (via Webinar) in PRTR National Inception Workshop in Belarus	
		14 participated (face-to-face) in Training-of-Trainers on PRTR Release Estimation Techniques in Cambodia	
Green Development and Climate Change Programme (GCP)	None recorded	None recorded	0
Communications and IT Support Section (CITSS)	Accomplishment not specified	Development of Project Tracking Tool	8
	Accomplishment not specified	Development of Budget Tool	
	Accomplishment not specified	Creation of website for Green Legacy Hiroshima on UNITAR website	
	Accomplishment not specified	Improved online inventory management system, initiated regular mandatory IT Security training for all employees, migrated Moodle platform to a new service provider and a Financial Dashboard linked to UNITARnet	
	Accomplishment not specified	Issued Quick Start Guides on several Office365 tools, organized information session on these tools and created "how to videos" for Business, Yammer and email inbox cleaning	
	Accomplishment not specified	Launched UNITARnet, first UNITAR intranet platform	
	Accomplishment not specified	Issued first internal newsletter	
	Accomplishment not specified	Created a new promotional video at the request of OED ahead of 2017 Board of Trustees and Friends of UNITAR meeting	
Planning, Performance Monitoring and Results Section (PPRS)	Accomplishment not specified	Coordination and drafting of the 2018-2021 strategic framework with an alignment of UNITAR activities to 2030 Agenda; Facilitation of two staff retreats; and Development and analysis of a stakeholder/partner perception survey	5
	Accomplishment not specified	Development of a knowledge management gateway on UNITARnet; lesson learning portal on Yammer	
	Accomplishment not specified	Coordination of the Third Party Monitoring component of the Pakistan Evidence and Learning Platform (PELP) project	
	Accomplishment not specified	Development and partial implementation of the Executive Leadership Programme on Evaluation and Sustainable Development Goals	
	Accomplishment not specified	QAC administered a usability survey of the QAF and organized focus group discussions with staff	

Annex II. Unplanned Output Results

Division	Accomplishment Result	Output Result	Number of non-programmed results
Partnership and Resource Mobilization Section (PRM)	Accomplishment not specified	Revised Policy Guidelines for Disbursement of Funds to Implementing Partners	4
	Accomplishment not specified	Prepared Due Diligence Assessment reporting template	
	Accomplishment not specified	Developed Resource Mobilization Strategy	
	Accomplishment not specified	Developed Due Diligence Assessment tool	
Office of the Executive Director (OED)	Accomplishment not specified	Submission of draft SG report	6
	Accomplishment not specified	Input provided to ECESA on UNITAR support to implement the 2030 Agenda	
	Accomplishment not specified	Reporting against UN Swap indicators submitted to UN Women	
	Accomplishment not specified	Speaking notes submitted to EOSG	
	Accomplishment not specified	Submission of biennium budget and financial reporting to ACABQ	
	Accomplishment not specified	Facilitation of high level meetings	
Finance and Budget Section (FBS)	Accomplishment not specified	Released UNITAR finance dashboard	3
	Accomplishment not specified	Introduced multi-year budgeting	
	Accomplishment not specified	Conducted a reconfiguration in ATLAS to reduce manual error and inefficiencies	
Administration and Procurement Section (APS)	None recorded	None recorded	0
Human Resources Section (HR)	None recorded	None recorded	0

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