Programme Performance Report

Biennium 2020-2021

September 2022

United Nations Institute for Training and Research

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Strategic Objectives (SO)

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

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vulnerable and marginalized.
SO2.2 Strengthen representation of countries in special situations in institutions of global governance.

SO3. PLANET, ENVIRONMENTAL PROTECTION AND RESTORATION, AND CLIMATE CHANGE
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SO3.3 Improve the conservation and sustainable use of natural resources.

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FO2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results.
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FO3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs.

FO4. INCREASE AND DIVERSIFY FINANCIAL RESOURCES AND PARTNERSHIPS
FO4.1 Increase and diversify financial resources with an emphasis on new, emerging donor countries, pooled contributions and engagement with the business sector.
FO4.2 Increase the breadth and depth of partnerships in programming.

FO5. ENHANCE COMMUNICATIONS

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

Acronyms and abbreviations

ADDIE	Analyze, Design, Develop, Implement, and Evaluate.
CCA	Climate Change Adaptation
CITSU	Communications and Information Technology Support Unit
CRF	Continental Results Framework
CWM	Chemicals and Waste Management Programme Unit
DDR	Disarmament, Demobilization and Resettlement
DRR	Disaster Risk Reduction
EMS	Events Management System
FAMA	Malian Armed Forces
FAO	Food and Agriculture Organization of the United Nations
FBU	Finance and Budget Unit
FO	Functional Objective
GCP	Green Development and Climate Change Programme Unit
GEEW	Gender Equality and the Empowerment of Women
HO	Hiroshima Office
INFF	Integrated National Financing Frameworks
IT	Information Technology
KPI	Key Performance Indicator
LDC	Least Developed Countries
LNOB	Leave No One Behind
MIA	Minamata Initial Assessment
MOOC	Massive Open Online Course
NAP	National Action Plans
NCD	Non-Communicable Diseases
NGO	Non-Governmental Organization
NPO	Nigerian Project Office
NYO	New York Office
PAGE	Partnership for Action on Green Economy
PDTA	Pre-Deployment Training and Advisory Team
PFTP	Public Finance and Trade Programme
PMCP	Peacemaking and Conflict Prevention Programme Unit
PPME	Planning, Performance Monitoring and Evaluation Unit
PPR	Programme Performance Report
PRMU	Partnerships and Resource Mobilization Unit
PTP	Peacekeeping Training Programme Unit
SSA	Sub-Saharan Africa
QAC	Quality Assurance Committee
SCYCLE	Sustainable Cycles Programme
SDG	Sustainable Development Goals
SDP	Social Development Programme
SIDS	Small Islands Developing States
SO	Strategic Objective
UNITAR	United Nations Institute for Training and Research
UNOSAT	United Nations Satellite Centre UNOSAT
WPS	Women, Peace and Security

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Executive Summary

This report records actual performance against planned performance based on the indicators of outcome and output achievement from the revised 2020-2021 UNITAR programme budget. The results framework contained 179 outcome indicators.[1] For the outcomes strategic objectives, sixty-eight per cent were recorded as either having been surpassed or met within ten per cent of target, while one per cent were partially achieved. Four per cent were not achieved. Fourteen per cent of outcome indicators were not measured, whilst 12 per cent of outcomes were recorded as not funded or not implemented as planned.[2] Of the framework's 141 planned outputs related to the strategic objectives,[3] 72 per cent were recorded as either having been surpassed or met within 10 per cent of target, 4 per cent as having been partially achieved and 3 per cent not achieved. Another 7 per cent were not measured, one per cent duplicated, and 13 per cent reported as not funded or implemented.

Trained beneficiaries continue to represent the Institute's leading, final output. Over the course of the 2020-2021 cycle, UNITAR registered a record number of 692,549 beneficiaries, exceeding the number of planned beneficiary outputs in the programme budget and representing an increase of 474,227 beneficiaries recorded during the 2018-2019 biennium. There were 453,671 beneficiaries (66 per cent) from learning-related events, while the number of beneficiaries from knowledge-sharing events (e.g., conferences, side events and public lectures) was 238,878 (34 per cent). Seventy-nine per cent of learning-related beneficiaries came from developing countries, with 17 per cent of this grouping represented by beneficiaries from countries in special situations, including the least developed countries, the landlocked developing countries and the small island developing States. While this category is decreasing as a percentage, it is increasing in absolute terms. The overall male to female ratio for the biennium for learning-related events was 44 to 50 (and 6 for other genders), reversing the ratio from the previous biennium.

The Institute delivered an increasing number of events over the 2020-2021 biennium with 1,887 events (569 more than during 2018-2019) and 23,350 cumulative 'event days'.[4] Most of the Institute's events were delivered online (80 per cent), i.e., e-learning, blended/hybrid formats, and other means, mostly as a result of the COVID-19 pandemic.

Over the course of the 2020- 2021 cycle, UNITAR maintained a strong partnership strategy, with some 94 per cent of learning-related beneficiaries participating in events delivered in partnership (12 percentage points more than in the previous biennium).

UNITAR's learning services continued to receive positive feedback in 2020 and 2021, with respondents agreeing or strongly agreeing that training was relevant to their jobs (82 and 81 per cent), that information was new (74 and 76 per cent), that there was intent to use the information (84 and 85 per cent), and that the training was considered as overall useful (84 and 85 per cent), respectively.

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[1] 145 strategic objectives and 34 functional objectives.
[2] One per cent was counted twice under a result area.

[3] From the 183 total outputs, 141 are related to strategic objectives and 42 to functional objectives.
[4] An event day is equivalent to 6-8 hours.

The number of certifications[5] stood at 120,583, with 22 per cent being certificates of participation and 78 per cent certificates of completion. The Institute administered an annual online survey to randomly sampled participants from learning-related events to measure application of knowledge, skills and competencies and to identify any changes in behaviour from the training. Of the sampled participants, 81 and 80 per cent of respondents confirmed having applied/transferred knowledge/skills in 2020 and 2021, respectively.

In addition to training services, the Institute delivered a number of other outputs, including 642 satellite imagery derived maps to support the international humanitarian community covering both natural disasters and conflict situations, twice as much from the previous biennium. Moreover, as of 31 December 2021 the Sustainable Cycles Programme (SCYCLE) completed its transition to UNITAR from the United Nations University.[6] SCYCLE aims to promote sustainable societies, with mostly research activities related to the development of sustainable production, consumption and disposal patterns for electrical and electronic equipment and other ubiquitous goods.

Under the 2020-2021 budget, UNITAR programming had links to 15 of the 17 Sustainable Development Goals (SDGs), with most result areas associated with SDG 16 (Peace, Justice and Strong Institutions), SDG 4 (Quality Education), and SDG 8 (Decent Work and Economic Growth). Eighteen per cent of the results areas are strongly aligned, 21 per cent moderately aligned, and 61 per cent weakly aligned to the relevant primary goal when considering the SDG indicator(s) and associated targets. While UNITAR's level of output is significant (and growing), the contribution that UNITAR is making towards helping Member States implement the 2030 Agenda is moderate. This assessment largely stems from the relatively small size of UNITAR projects on average and the lack of strong alignment when considering the SDG indicators.

Forty per cent of the result areas in the programme budget include a focus on leave no one behind, one of the 2030 Agenda's principles, with special attention or priority given to groups made vulnerable such as Indigenous Peoples, women and girls, youth and children, persons with disabilities, participants from countries in special situations, among others. Ten per cent of the result areas are indicated as contributing to gender equality and the empowerment of women.

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[5] From learning-related events with objective knowledge assessments.

[6] With the exception of some residual matters to be addressed.

Introduction

1. The Programme Performance Report (PPR) for the 2020-2021 biennium presents the results of the seventh performance reporting exercise that UNITAR has undertaken since results-based budgeting was introduced in 2008. The report compiles performance information from all offices, programmes, units and hosted partnerships with expected results in the revised 2020-2021 programme budget[7] under the respective strategic and functional objectives of the 2018-2021 strategic framework. In addition to recording an assessment against planned result areas, the report also includes ratings against output targets and lists any unprogrammed results (i.e., outcomes or outputs not included in the revised budget which materialized after budget's adoption by the Board of Trustees), including any produced in conjunction as a result of COVID-19. The report highlights attention on the leave no one behind (LNOB) and gender equality and empowerment of women (GEEW) principles. Finally, the report includes discussion on the alignment of 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 SDGs based on performance and degree of alignment with the Goals' indicators.

Methodology

2. Programme performance reporting is part of the Institute's results-based management framework and is a self-assessment exercise using a harmonized reporting format. Based on the actual performance reported by UNITAR programme units, the Planning, Performance Monitoring and Evaluation Unit (PPME) assigns traffic light ratings to each expected outcome and output recorded in the revised programme budget. The

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[7] This report contains one additional result area under SO1 for programming under the Peacemaking and Conflict Prevention Programme (PMCP) Unit. The result area was unintentionally omitted when revising the programme budget.

report presents performance on the basis of the strategic and functional objectives as opposed to performance on an individual programme unit basis. Table 1 below provides the performance reporting traffic light indicators used in the present report.

Table 1: Performance reporting traffic light indicators[8]

- 🟢 Achieved: Target met within 10 per cent or surpassed

- 🟡 Partially achieved: 10 per cent - 29 per cent away from target

- 🟠 Not achieved: More than 30 per cent from target

- ⚪ Not funded or not delivered in the biennium

- ⚫ Not measured or reported

- ⚪ Duplicated or target not defined

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

Limitations

4. There are various limitations to this reporting exercise, the most noteworthy of which are the following:

- The performance reporting exercise is based on self-assessment, which is, as its name implies, based on programme/functional unit input and therefore not independent. In accordance with a memorandum from the Executive Director providing operational guidance on event and beneficiary reporting, and programme performance reporting, PPME undertakes an additional control and sampled result areas and performance measures for accuracy and brought irregularities to the attention of Division Directors or Programme / Functional Unit Managers prior to the issuance of the report. A list of result areas sampled is provided under Annex II.
- Result areas and associated indicators are defined by programme/functional units at the time of budget (revision) preparations, based on the units' assessment on how the area and indicators should be best defined and measured. Consequently, some result areas may not necessarily correspond to an outcome, but rather an output level (and with it the corresponding indicator, e.g., number of beneficiaries reached).
- The number of indicators per result area is determined by the programme/functional units. Some result areas are defined by one indicator, while others may be defined by two or more indicators. Since measurement is assessed per indicator, the performance of a result area may be subject to varying interpretations when there is more than one indicator (i.e., some result areas having more weight than others in the outcome and output achievements at the aggregated level).

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[8] UNITAR uses a somewhat different traffic light rating system for its Key Performance Indicators: green – target surpassed or actual with within 5 per cent of target; yellow – actual between 5.1 per cent and 15 per cent of target; red – actual beyond 15.1 per cent of target. UNITAR will harmonize the traffic light ratings for its next reporting cycle.

- Changes in personnel or other factors may have resulted in an indicator not being measured or data not being accessible (hence the label "not measured").
- Data from the Events Management System (EMS) is based on individual events, while the data recorded in Annex I of the present report is results-based. Cross checks are not possible since the EMS is not based on result areas.
- The SDG alignment exercises is based on the primary SDG for each result area. However, in many cases, result areas often contribute to two or more SDGs without one being necessarily the primary Goal.[9]

Summary of achievements

5. The Institute planned to achieve 126 outcome-level results during the 2020-2021 budget cycle (measured against a total of 179 performance indicators), 15 more result areas than in the previous biennium, including 102 and 24 result areas under the strategic and functional objective areas, respectively. Eighty-eight of the 102 programme result areas (or 86 per cent) are learning-related (e.g., development of knowledge, skills, attitudes or awareness through learning-related activities), seven percentage points more than in the previous biennium.

6. As shown in Figure 1 below, 99 result indicators under the strategic objectives (or 68 per cent) were recorded by management as either having been surpassed or met within 10 per cent of target (2018-2019: 72 per cent), 1 (or 1 per cent) partially achieved within 29 per cent of target (2018-2019, 1 per cent), 6 (or 4 per cent) were not achieved as 30 per cent or more from the target (2018-2019: 4 per cent), and 17 (or 12 per cent) lacked funding (2018-2019: 12 per cent). Twenty-one expected result indicators (or 14 per cent) were not measured or recorded (2018-2019: 14 per cent), and one indicator (1 per cent) was duplicated under the same strategic objective. Achievement measures for functional objectives are slightly higher, with 75 per cent of outcome indicators being achieved or partially achieved. Figure 2 shows the outcome indicators achievement for functional objectives.

Figure 1: Result area performance (strategic objectives)

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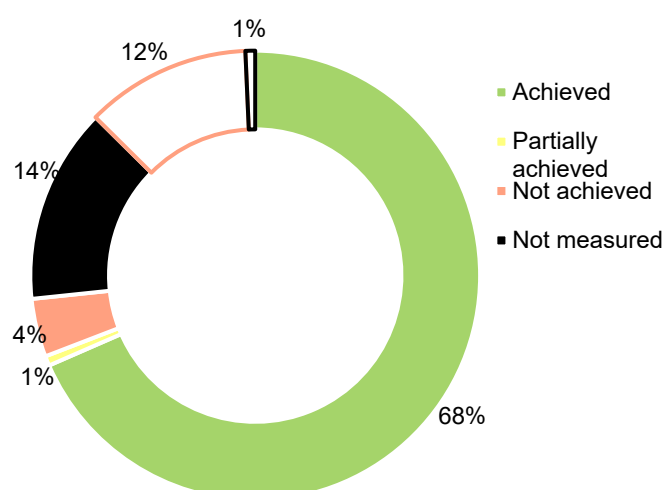
[9] One result area was included twice for two different programmes respectively. It was however only included once in the analysis to avoid duplication.

Figure 2: Result area performance (functional objectives)
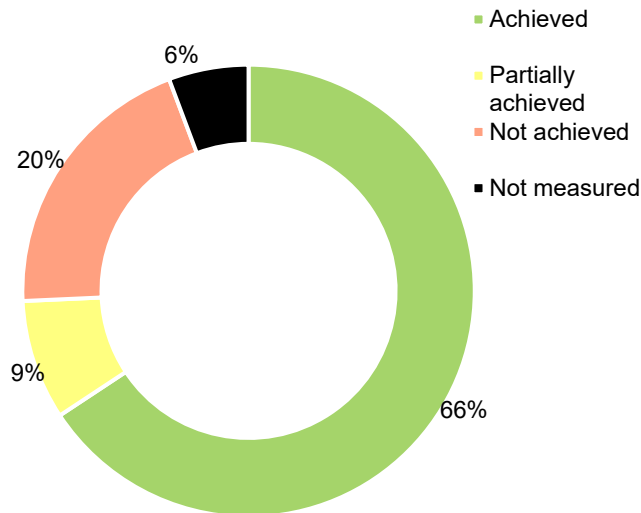
7. Figures 3 and 4 below show performance against the **key outputs** for both the strategic and functional objectives, respectively. Under strategic objectives, 102 outputs (or 72 per cent) were recorded by management as either having been surpassed or met within 10 per cent of target (2018-2019: 66 per cent), 5 (4 per cent) partially achieved within 29 per cent of target (2018-2019: 9 per cent); 4 outputs (3 per cent) were not achieved 30 per cent or more from the target (2018-2019: 8 per cent) and 18 (13 per cent) not achieved due to a lack in funding or were not implemented (2018-2019: 6 per cent). Ten planned outputs (7 per cent) were not measured or recorded (2018-2019: 9 per cent) and two outputs (1 per cent) were duplicated under the strategic objective or not defined. For the functional objectives, on the other hand, only 12 per cent of planned outputs were not achieved.

Figure 3: Output performance (strategic objectives)
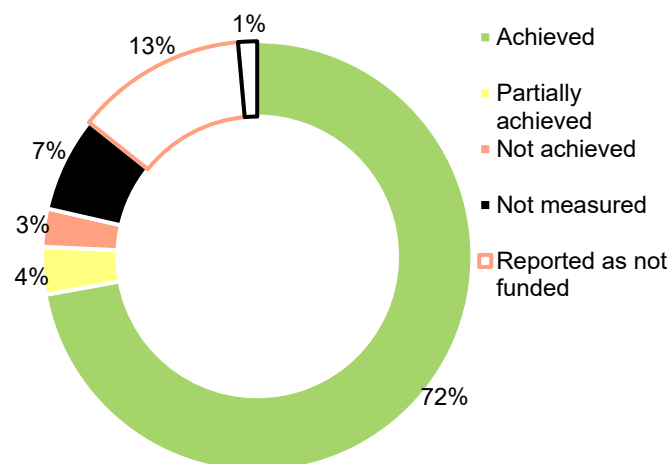
Figure 4: Output performance (functional objectives)

- Achieved
- Partially achieved
- Not achieved

12%

5%

83%
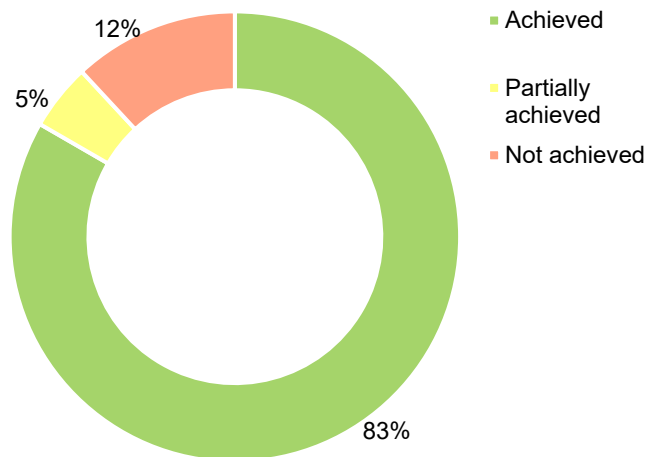
8. As with previous programme budgets, the nature of outcome and outputs varies considerably. In addition to external results (e.g., strengthened individual and institutional capacities in the major thematic areas of programming), a number of results reflects in-ward looking outcomes, such as increased efficiency and speed in the processing of financial transactions, timely workforce profiling and alignment with corporate needs, improved accountability for delivering results or improved coherence in visual identity. **Annex I** provides the details of outcome and output performance ratings by strategic and functional objectives.

Leading Output – Beneficiaries

9. Beneficiaries from learning-related and broader knowledge-sharing events are UNITAR's leading output. During the 2020-2021 biennium, UNITAR recorded the largest number of beneficiaries in its history, with a total of 692,549 beneficiaries of which 453,671 are from learning-related events.[10] As compared with the previous biennium, the number of beneficiaries reported in 2020-2021 increased by 193 per cent. As shown in Figure 5 below and based on beneficiaries recorded in Annex I of this report, the strategic objectives related to the Planet, People and Peace pillars comprise the largest number of UNITAR beneficiaries.

Figure 5: 2020-2021 Actual beneficiary outputs by strategic objectives (PPR-reported)
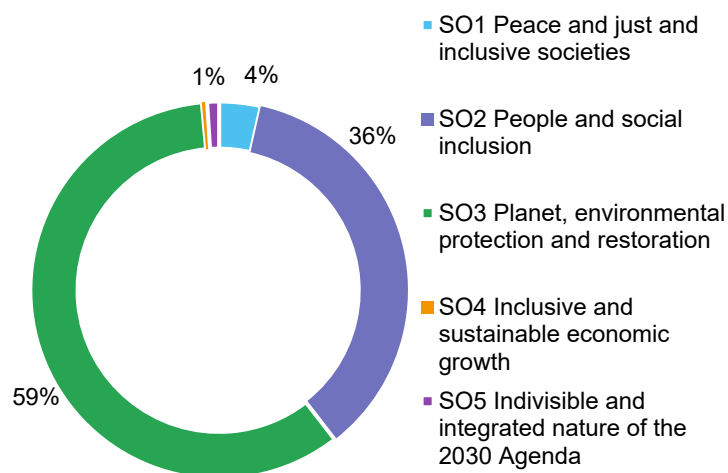
10. As shown in Figures 6 and 7, the actual number of beneficiaries in 2020-2021 exceeded the number of planned beneficiaries (151,457) by over 400,000, as reported in Annex I. The reasons for this striking difference are threefold: i) the increased delivery of Massive Open Online Courses (MOOCs); ii) unplanned programming, mostly resulting from COVID-19 (e.g. resilient livelihoods of the of the urban poor during the pandemic from a gender perspective and COVID-19 preparedness and response – good practices and precautions when using breathalyzers as well as from other new themes planned during the biennium); and iii) changes in the delivery format from in-person to online which resulted in greater participant numbers than initially planned, also largely as a result of the COVID-19 pandemic. A detailed discussion on the effects that COVID-19 had on programme performance is presented later in this report.

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[10] As reported in the EMS. There is a discrepancy in the number of beneficiaries recorded in the present report with EMS-reported data. This discrepancy results from different factors. Whilst beneficiaries in the EMS are recorded by event, beneficiaries recorded in Annex I are recorded by result areas (e.g., projects falling under the programmed result areas). EMS recorded beneficiaries also include unprogrammed events (i.e., not falling under any of the programmed result areas). Moreover, EMS recorded beneficiaries are based on the number of participating individuals (i.e., participations) in training and related events (as opposed to the number of unique beneficiaries). Some EMS duplications and data errors in beneficiary reporting (both IT and human) were also discovered in 2021 in conjunction with the external audit (and most certainly also existed in 2020). UNITAR has taken measures to ensure that such duplications and errors are prevented moving forward.

Figure 6: 2020-2021 planned vs. actual beneficiary outputs

Note: Based on PPR reported

Planned ■ Actual ■
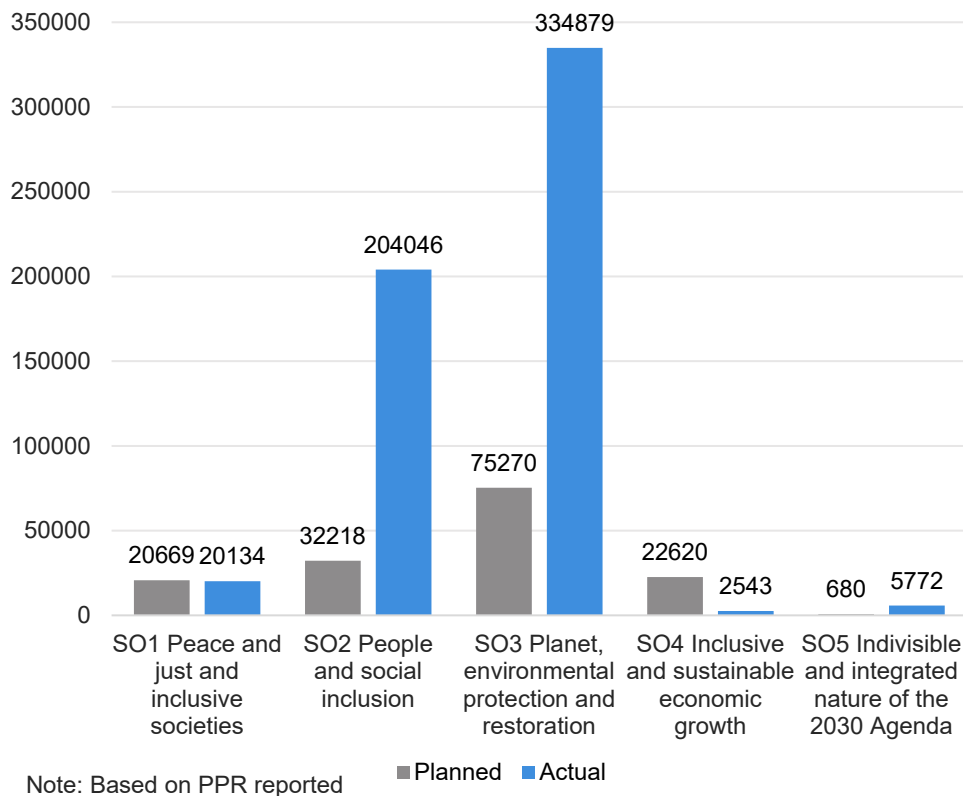
Figure 7: 2020-2021 planned and additional beneficiaries

Note: Based on PPR reported figures.
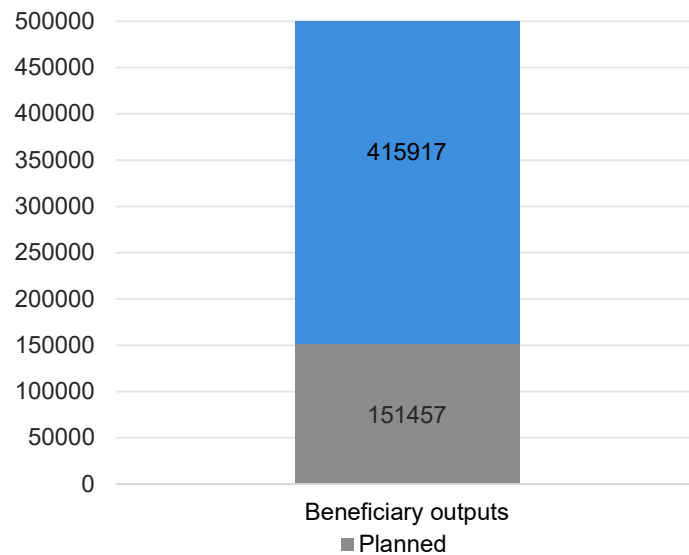
11. UNITAR also delivered an increasing number of events over the course of the biennium, with an all-time high of 1,887 events (compared to 1,309 events in 2018-2019), as shown in Figure 8. Sixty-six per cent of UNITAR events are learning-related. Broader knowledge-sharing outreach events, such as conferences, public lectures and side events represent a smaller share of all events recorded during the biennium (34 per cent). Figure 8 shows the distribution of events during the biennium. UNITAR

delivered a total of 23,350 'event days' over the course of the 2020-2021 biennium (Figure 9).

Figure 8: Number of events
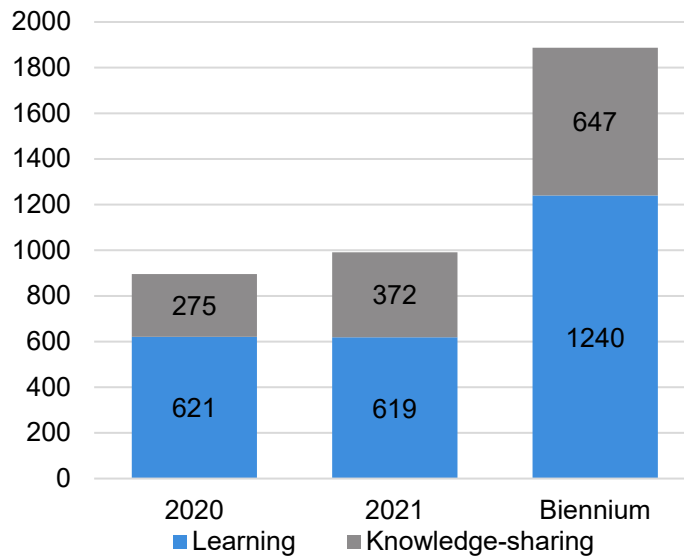
Note: Based on EMS data.

Figure 9: Number of event days
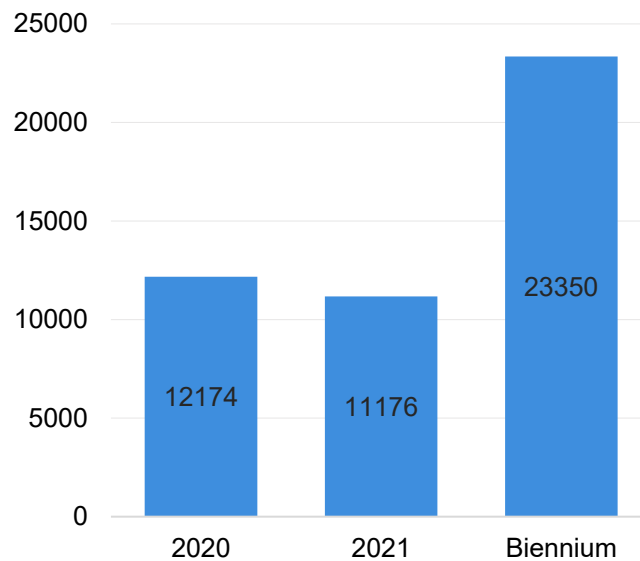
Note: Based on EMS data.

12. The Institute continues to leverage partnerships in delivering results (Figure 10), with 424,328 (or 94 per cent) learning-related beneficiaries taking part in events implemented with partners. In 2020 and 2021, 70 and 64 per cent of events, respectively, have been implemented with partners compared to 52 and 63 per cent in 2018 and 2019, respectively. Partners have included organizations as diverse as other United Nations agencies, regional organizations, governments, national training institutes, foundations, universities, non-governmental organizations and the private sector.

Figure 10: Learning-related beneficiaries by partnership
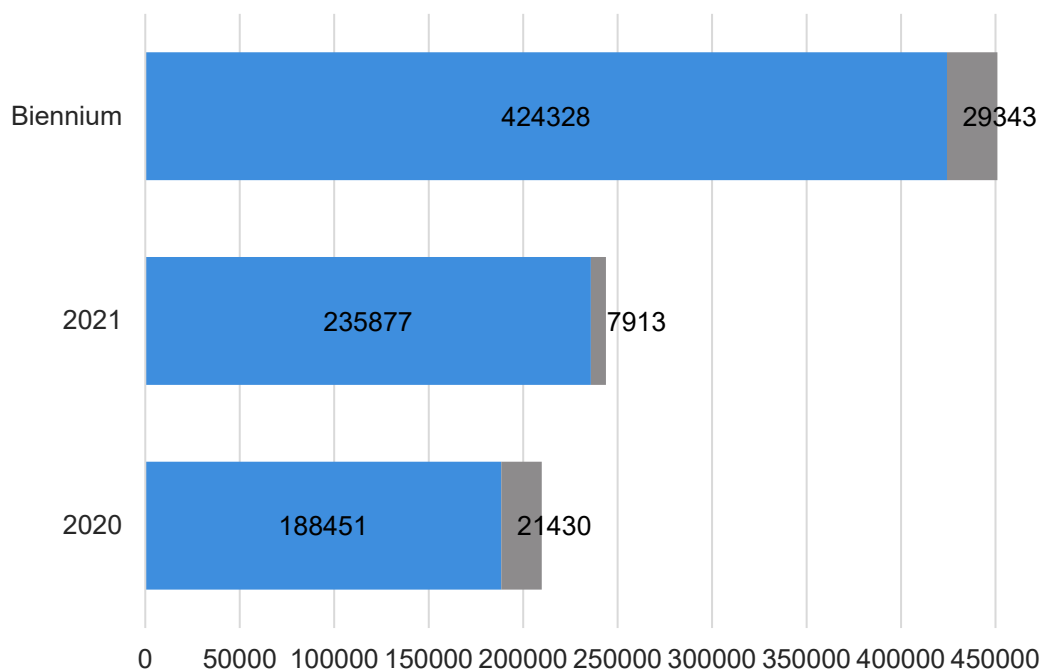
	With partners	Without partners
Biennium	424328	29343
2021	235877	7913
2020	188451	21430

Note: Based on EMS data.

13. The Institute reached primarily beneficiaries from developing countries (Figure 11), with 79 per cent of learning-related beneficiaries coming from this grouping (including 17 per cent of all beneficiaries coming from countries in special situations). This shows a decreasing trend of beneficiaries from countries in special situations than in the previous biennium (27 per cent). The largest proportion of learning-related beneficiaries comes from Latin America and the Caribbean (41 per cent), followed by Asia and Pacific (23 per cent), Africa (17 per cent), Europe (12 per cent), North America (5 per cent), and the Middle East (2 per cent). Figure 12 illustrates this distribution.

Figure 11: 2020-2021 learning-related beneficiaries by development status
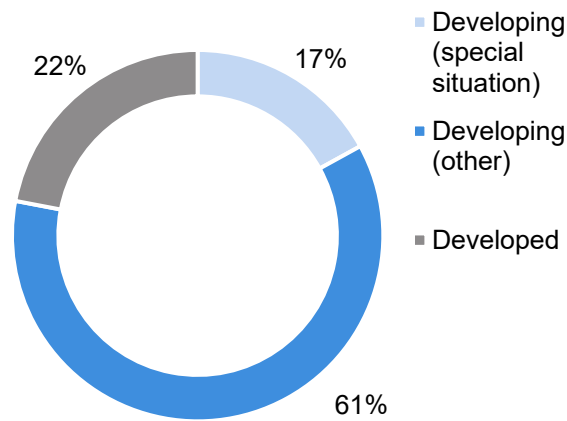
Note: Based on EMS data.

Figure 12: 2020-2021 learning-related beneficiaries by region
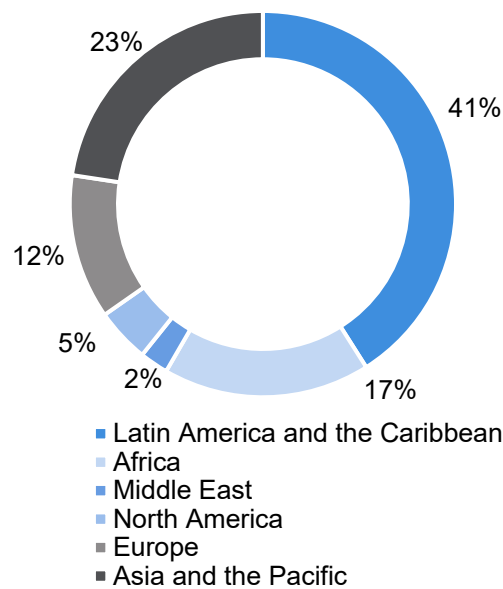
Note: Based on EMS data.

14. Similar to the 2018-2019 cycle, non-state (academia, private sector, non-governmental organizations (NGO)) affiliated beneficiaries represent the largest proportion of training-related participations. Figure 13 shows the distribution of learning-related participants' affiliation.

Figure 13: 2020-2021 learning-related beneficiaries by affiliation

49%   7%   International organizations

9%   Governments

Other

Non-state sectors

35%
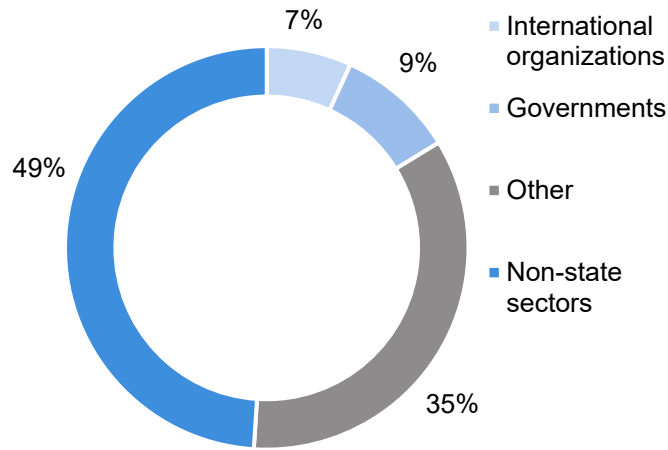
Note: Based on EMS data.

15. UNITAR is training more female participants than ever, in both relative and absolute terms. Figure 14 shows the male to female ratio for the 2020-2021 biennium for learning-related beneficiaries which stands at 44:50 (and 6 for other genders), reversing the male to female imbalance recorded in previous biennia (57:39 and 4 per cent for other genders).

Figure 14: 2020-2021 learning-related beneficiaries' gender ratio

6%   Female

Male

Other

50%

44%
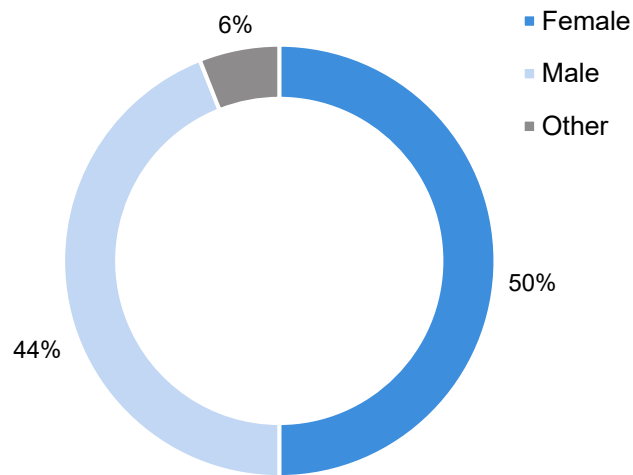
Note: Based on EMS data.

16. UNITAR recorded 453,671 participations in learning events during the 2020-2021 biennium, of which 26,570 participants received a certificate of participation and 94,013 a certificate of completion, or 22 per cent and 78 per cent respectively (Figure 15). This represents a certificate rate of some 27 per cent, which is lower than in previous years.

Figure 15: 2020-2021 learning-related certifications
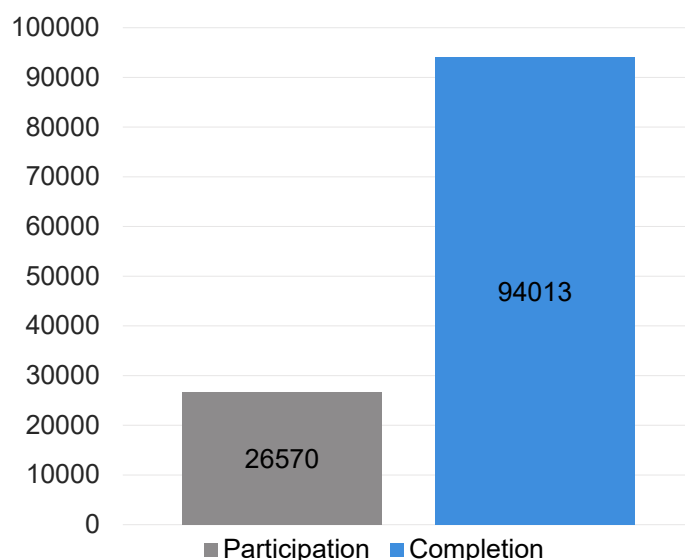
Note: Based on EMS data.

17. UNITAR continues to monitor feedback from beneficiaries with a view to assessing its training services across four key indicators: job relevance, newness of information, intent to use and overall usefulness. Of the learning events delivered to 453,671 beneficiaries during the biennium, feedback from respondents continued to reflect a high degree of appreciation with and value in UNITAR's training services. Figure 16 shows the reaction of participant respondents against these parameters for the past two biennia. These rates have remained rather constant over the past three biennia, except for 2019, where the intent to use and overall usefulness dropped in relation to previous years.

Figure 16: 2020-2021 beneficiary feedback

Job relevance — New information — Intent to use — Overall usefulness
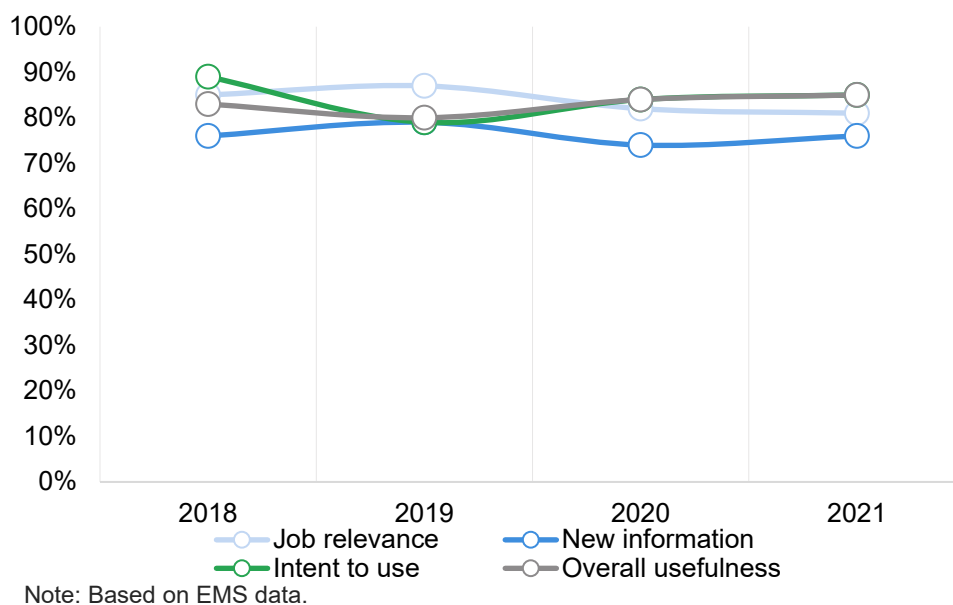
18. UNITAR administered an online questionnaire of randomly sampled participants of 2020 and 2021 learning events to measure the extent to which knowledge and skills acquired through training have been transferred or applied. The application of knowledge and skills has remained constant over the years (Figure 17).

Figure 17: Application of knowledge and skills

■ Applied ■ Did not apply

Note: Based on data from annual survey.
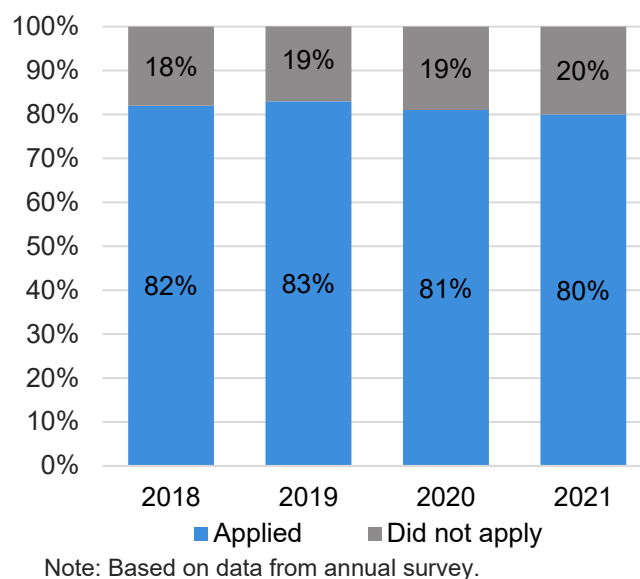
19. In 2020, 50 per cent of survey respondents were male, 45 per cent female (and 5 per cent from other genders), while in 2021 the male-female ratio was 47:45 (and 8 per cent identified as other genders). Disaggregating by gender, in 2020, application is higher among other genders (86 per cent) compared to female and male respondents. Instead, in 2021, application is higher among the male respondents (83 per cent).

20. In 2020, 21 per cent of the survey respondents came from countries in special situations, which slightly increased to 24 per cent in 2021. In 2020, the application rates among respondents coming from countries in special situations was not statistically

different from those coming from other countries. However, in 2021, the application was higher for respondents coming from countries in special situations (88 per cent and 78 per cent for those coming from other countries).

21. The attribution that participant respondents assign on knowledge or skills application to UNITAR training dropped from 72 per cent in 2020 to 48 per cent in 2021.[11] Disaggregating by gender, in 2020 those identifying with other genders presented the highest attribution rate (74 per cent) whilst in 2021, male participants confirmed the highest attribution rate (51 per cent). Frequency of application does not differ among genders and over years, however.

22. Among the respondents who were working at the time the survey was deployed, having sufficient knowledge to be applied was the principal enabling factor for application while lack of funds the main deterring factor in both years. Lack of funds was also the main disabling factor for those who were out of the labour force. Differently, for this group, the factor that facilitated application the most in 2020 was opportunity to apply the knowledge and in 2020 having sufficient knowledge to be applied.

Other outputs

23. Parallel to emphasis being placed on training and learning-related outputs, the Institute has also produced other products and services and provide technical advisory services. One of the most noteworthy non-learning-related products is the rapid mapping imagery and analysis service performed by the United Nations Satellite Centre (UNOSAT). Over the course of the biennium, UNOSAT produced **642 satellite imagery derived maps** and **107 activations** to support the international humanitarian community covering both natural disasters and conflict situations, twice as much from the previous biennium. Also, **313 backstopping requests were fulfilled** together with data and tools besides the development and provision of a **flood forecasting chain.**

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[11] Respondents are attributing at least 50 per cent of application to the learning experience.

24. Under SO1, **one psychiatric unit** was built and equipped in Kati, Mali. An **evaluation of current health services of the Malian Armed Forces** (FAMA) which led to the development of a **strategy and action plan** for FAMA health services was also conducted as part of the programming under the Peace Pillar. Two **case studies** of Member States' experience with the Continental Results Framework (CRF) on the implementation of Women, Peace and Security (WPS) Agenda were also developed.[12]

25. Under SO2, The Defeat-NCD Partnership which was integrated in late 2019 as a hosted partnership continued to work closely with national stakeholders to reduce the persistence of non-communicable diseases (NCD) by deploying **technical expertise** to the ministries of health to develop national costed action plans for NCDs, mobilise resources towards these plans and implement them with the respective governments and partner implementing organizations. Additionally, an **analysis of health innovations** was undertaken.

26. Similarly, under SO3, the Green Development and Climate Change Programme Unit (GCP) through the Partnership for Action on Green Economy (PAGE) provided technical advice and **grants** to national and regional training institutions. GCP has also led the establishment of a **knowledge translation platform** on ocean governance. Other **guidance documents** were produced for the Minamata Initial Assessment and improved monitoring of chemical transfers and emissions to air, water, and land led by the Chemicals and Waste Management Programme Unit (CWM).

27. Under SO5, the StaTact tool and UN SDG:Learn platform were upgraded to better fit the needs and priorities of users. A research product of a citizen-generated data use for SDG monitoring and decision-making was published in a scientific journal by the project team.

28. Under the functional objectives, other non-beneficiary related outputs include various corporate reports (e.g., reports of the UNITAR Board of Trustees, results reports, independent evaluations); strategies, guidance documents and policies monitored and revised, financial dashboards, and other IT-related tools.

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[12] The CRF monitors and reports on the implementation of the WPS agenda in Africa for the period 2018-2028.

Unplanned programming and results

29. A number of unplanned programming and results or additional outputs (i.e., not included in the revised 2020-2021 programme budget) were reported under all strategic objectives.[13] Unplanned programming and results include the delivery of additional activities or outputs under the foreseen components or new components of a project, delivery of new programming, and unintended results from programmes delivery.

30. Partner organizations using the methodologies "Pintando el Futuro" and "Perspectivas de Paz" adopted the training methodologies into their programming, which enabled the implementation of the activities **beyond the initial project timeframe** established under **SO1.** New result areas were also incorporated and implemented under SO1. These were in the thematic areas of disarmament, demobilization and resettlement (DDR) (directed to DDR practitioners and trainers), Human Rights, on strengthening capacities of national legal units, leadership for peacebuilding, youth-led social actions focused on gender equality, implementation of the African Youth Charter, and promotion of the Rule of Law in Mali.

31. Under **SO2,** the implementation of the "UNITAR women's leadership in tsunami-based DRR" programme allowed the Hiroshima Office (HO) to develop **new** (unintended) **partnerships** with other organizations working on women's empowerment for Disaster Risk Reduction (DRR). On the other hand, the Social Development Programme Unit (SDP) **organized** a series of four **virtual roundtables** under its anticorruption programming, in addition to the training and global conference initially planned for the biennium. UNITAR's health-related programming expanded during the biennium, including a project concept which eventually grew into the Global Surgery Foundation,

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

the global breastfeeding education initiative and expanded country operations under The Defeat-NCD Partnership.

32. Under **SO3, CWM** delivered 2 trainings and 7 webinars for the **STrIKE project**, reaching 498 additional beneficiaries. **Additional projects** were also delivered by the Public Finance and Trade Programme (PFTP), under **SO4**, with its longstanding partner, the Food and Agriculture Organization (FAO).

33. The 2030 Agenda Unit, under **SO5,** produced five unpredicted **knowledge products,** namely **4 country reports** for the pilot countries of the "Capacity building for the 2030 Agenda 2.0" project, an **academic publication** dedicated to the data competencies of policymakers for better use of data in public policy design, and a **practice guide on stakeholder engagement** published jointly with UNDESA in English, French, and Spanish; besides **chairing the task team** on statistical literacy of Global Network of Institutes of Statistical Training. **Policy briefs and national pilots** were initiated in 2021 to support the use of citizen science data for the production of 2 environmental SDG indicators. Moreover, as part of the above-mentioned project, an **additional module on LNOB** was developed to complement the e-course "Strengthening stakeholder engagement for the 2030 Agenda", as well as an **e-course** on environmental SDG indicators and **8 micro learning** events. A stronger partnership with regional commissions, UNDP, and UNDESA, facilitated a greater outreach of beneficiaries, especially in courses related to Integrated National Financing Frameworks (INFFs). The UN SDG:Learn platform was further **promoted** through new social media platforms. Further activities not initially planned were also implemented to improve project design. Specifically, a **mapping of learning providers** on SDGs for business.

34. Unprogrammed results beyond the Institute's programming were also reported under the functional objectives. Under **FO2**, PPME organized **7 internal training events** on the EMS functionalities. Other unplanned **products** finalized by PPME during the biennium include a review of UNITAR's outreach and support to countries in special situations and vulnerable groups, the SDG alignment exercise for the biennium, three good practice documents, two guidance documents and seventeen Impact Stories. A lessons learned series was initiated in 2021, with the first issue published in the same year. One online course on the ADDIE[14] model for instructional design was also designed and partially developed by the Quality Assurance Committee.

35. The launch of the new project financial summary and project closure monitoring tool, under **FO3**, have contributed to **timely monitoring of project financial information** for programmes and **lowered communication costs** between programmes and Finance and Budget Unit (FBU). The Communications and Information Technology Support Unit (CITSU) was also able to provide the **Moodle migration** to the latest version. A purchase request platform was developed and launched, **saving time and paper for purchase request processes**. Unplanned **communications and branding support** was also reported by CITSU, under **FO5.** CITSU provided guidance documents for impact stories (PPME) and news writing style guidance document (New York Office - NYO) to increase consistency and writing standards. The **UNITARnet improvement working group** was established and a staff survey on UNITARnet was conducted to collect feedback on the current platform to feed into the improvement plan.

COVID-19

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[14] ADDIE stands for Analyze, Design, Develop, Implement, and Evaluate.

36. Additional unanticipated programming was delivered under all strategic objectives as a result of the COVID-19 pandemic outbreak in 2020.[15] The COVID-19 pandemic brought with it challenges to UNITAR programming and beneficiaries as well as opportunities for innovations. Figure 18 shows how COVID-19 affected UNITAR programming under the different strategic objectives during the biennium, as reported by project management for this report. Details are provided in this dedicated section.

Figure 18: Changes in programming derived from COVID-19

1 — *Delays in project implementation.*

2 — *Conversion of face-to-face training to remote modalities. Adaptation of training materials and methodologies.*

3 — *Remote means of communication (e.g., radio and WhatsApp). Offer expanded to mobile (and offline) learning.*

4 — *Greater beneficiary outreach with online/ blended training modalities.*

5 — *New programming related to COVID-19.*

6 — *Donors' priorities shifted towards COVID-19. Budget reallocation.*

37. The first challenge derived from the COVID-19 outbreak was the **delay (postponement) in the delivery of activities**, with some being implemented only in 2022. Under **SO1**, changes in deployment schedules for the Pre-Deployment Training and Advisory Team (PDTA) projects caused changes in the training agenda. Modifications of delivery format from face-to-face to online means also caused delays in programme implementation reported under all strategic objectives.

38. On the other hand, the online format allowed a **greater beneficiary outreach**. This is evident in the record number of beneficiaries achieved in the biennium, the highest in UNITAR history. A more specific example is the youth entrepreneurship programme in the Horn of Africa, under **SO4**, for which the 2020 cycle had four times the participants than in the 2019 cycle. The change to online delivery formats also allowed to **innovate in the delivery format**, e.g., **WhatsApp and radio communications** under **SO1** and **SO3**, **mobile and offline learning** promoted by programming under **SO4** and **SO2**.

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

Internet provision and guidance to beneficiaries in the use of the platform proved important to ensure programmes' success. The **delivery of hybrid training** was also a good solution to reach out to more participants while bridging the digital divide. Programming under **SO5**, for example, delivered live training sessions with staff or an in-country counterparts to reduce the distance between trainers and stakeholders. Pre-recording training videos to play during live sessions proved a reliable method to ensure continuous presentations in case of internet connectivity issues.

39. Changes of delivery format did not only pose challenges in UNITAR staff but in beneficiaries. The shift to online training required participants to **learn key online learning skills** like accessing and navigating the platform and completing and submitting assignments. Therefore, the training materials were adapted to the new format and support networks for participants' online experience were created. These changes were identified in programming under **SO4**. Similarly, project teams made use of all functionalities that can create connectedness and engagement among participants when using the virtual environment. Use of **forums, breakout rooms, chatbots and peer-review assessment methodologies** were used by colleagues under all strategic objectives.

40. **New content** with focus on COVID-19 was created and delivered under the different result areas. For example, under **SO2**, the virtual roundtables on anticorruption included a session on *"The Coronavirus pandemic and Anti-Corruption Efforts in Public Procurement"*. Entire programmes were also developed as a result of COVID-19, such as the *"Science Diplomacy and Informed Decision-Making during our Global Pandemic"* programme under **SO2,** a series of global learning actions, a global campaign and a participation in a podcast series in support of a green recovery and as part of the PAGE partnership, under **SO3**; the *"Responding to crisis: strengthening finance and trade resilience to global pandemics and health emergencies in Sub-Saharan Africa (SSA)"* was delivered under **SO4**. In the same context, interest in specific topics already covered by UNITAR has increased such as the relevance of integrated planning addressing short term and long term needs in integrated and coherent policy design and implementation of the 2030 Agenda, under **SO5**. Between January 2020 and June 2021, 105 events had COVID-19 as their central topic.

41. The emergency situation created by COVID-19 **moved resources from** other health-related efforts, which affected the growing programming related to health at UNITAR. Under **SO2**, The Defeat NCD Partnership overcame COVID-related operational implementation challenges and successfully delivered support and launched with the governments of Rwanda and Gambia national NCD costed actions plans. These results were achieved despite scheduled stakeholder consultations facing some delays due to limitations to face-to-face meetings and since stakeholders had reduced their time dedicated to NCD to respond to the current COVID-19 emergency.

42. At the time of preparing this report, PPME was finalizing an evaluation on UNITAR's programme response to COVID-19. Some findings from evaluation include **lower delivery costs but budget reallocation imperatives**, opportunities to explore **technology/accelerated digitalisation**, opportunities to reach those left behind, and **greater output achievement** (e.g., increased number of beneficiaries) **but modest outcomes achievement**.

Alignment to the Sustainable Development Goals

43. The 2020-2021 biennium marks the third budget cycle in which UNITAR has undertaken an assessment of its programme alignment to the SDGs. The methodology used to assess the alignment includes a two-step process: (i) reviewing the results areas specified in the revised programme budget and matching the areas to a primary SDG and target, where relevant; and (ii) reviewing the SDG indicators for the targets and assessing the extent to which UNITAR's contribution to helping Member States achieve the targets appears to be strong, moderate or weak. The SDG targets and indicators are based on the official list of March 2020, which includes 169 targets and 231 indicators for the 17 Goals.[16]

44. Figure 19 shows that most of UNITAR's result areas are aligned to SDG 16 (Peace, Justice and Strong Institutions), SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth).

Figure 19: Result area alignment to 2030 Agenda
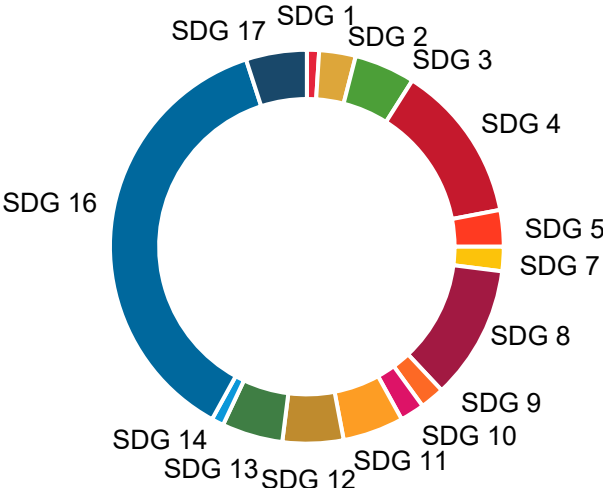
45. The degree of alignment of UNITAR results areas to the SDGs varies largely, with 61 per cent of the aligned results areas assessed as having weak alignment to the SDGs. Figure 20 shows this distribution, which is similar to the previous biennium.

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[16] SDG target indicators are categorized as tier I, II and III, depending on the clarity of the measure and the existence of internationally established methodology and data. The official list of SDG targets and indicators used for this report (March 2020 version) can be found here. This report does not use the (February) 2022 version given that the programme budget for 2020-2021 was elaborated based on the March 2020 version.

Figure 20: Degree of alignment of result areas with SDG indicators

- Strong alignment
- Moderate alignment
- Weak alignment

18%

21%

61%
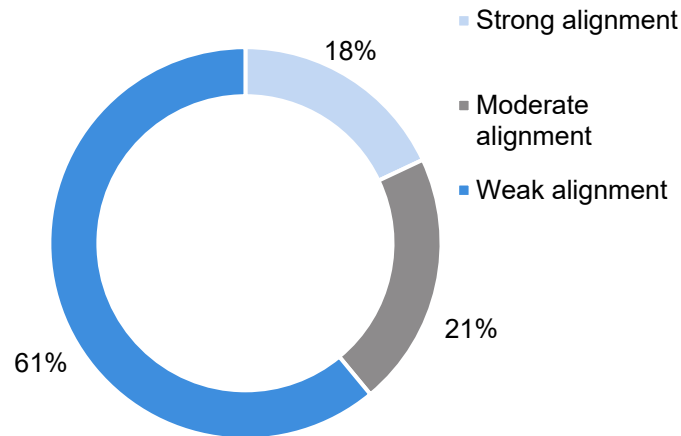
46. In terms of beneficiary output, SDGs 8, 13 and 16 comprise of the largest proportion of learning-related beneficiaries (together, 91 per cent), with 66 per cent of learning-related beneficiaries linked to Goal 13, and 20 per cent and 5 per cent linked to Goals 8 and 16, respectively (Figure 21). This is not surprising given the number of learners completing the UN CC:Learn suite of e-courses, PAGE project participants and peacekeeping beneficiaries. The other 12 SDGs aligned to UNITAR programming make up about 9 per cent of learning-related beneficiary output.

Figure 21: Learning beneficiary output aligned to SDGs

- SDG 13
- SDG 8
- SDG 16
- Other SDGs

9%

5%

20%

66%
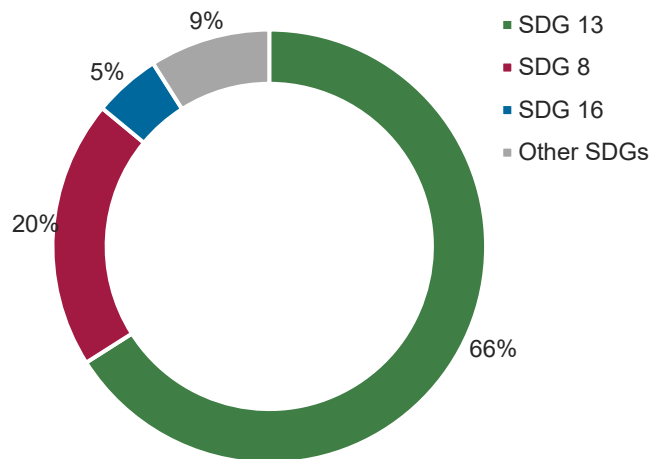
47. When assessing UNITAR's overall contribution to helping Member States implement the 2030 Agenda, it is important to bear in mind that almost two-thirds of the programme budget's planned outputs were achieved within 10 per cent of the target. While some of these outputs are closely linked to the primary SDG through their associated results area, others only have a moderate or weak link.

48. Figure 22 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 overall assessment of UNITAR contribution to SDG target and indicator.[17] The colours of the plots correspond to the SDG colour code, while the size is indicative of the number of beneficiaries, based on the legend.

Figure 22: Overall assessment of UNITAR contribution to SDGs and beneficiary output

49. 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 is found under Annex III.

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[17] Future reporting exercises will also include alignment to the frameworks of other outcome agreements from 2015, including those of the Sendai (Disaster Risk Reduction) and Paris (Climate Change) conferences; the Youth2030 system-wide youth strategy of the UN which was launched in 2018 by the UN Secretary-General, the Convention on the Rights of Persons with Disabilities and the United Nations Disability Inclusion Strategy (UNDIS) launched in June 2019, or the ongoing work on UN development system reform and the Secretary-General's report on Our Common Agenda.

Leave No One Behind

50. In 2021, PPME undertook a review of UNITAR's outreach and support to countries in special situations and vulnerable groups. The review examines programming implemented between January 2018 and March 2021. Findings from the review concerning the biennium include: i) despite an increase in UNITAR's programmes targeting countries in special situations, the percentage of participants has significantly decreased in comparison to those from other developing countries ; ii) a reversal in the female-male ratio in 2020 and a larger number of events either targeting women or incorporating gender consideration in their content;[18] iii) in 2020, the percentage of female beneficiaries applying knowledge and skills from the UNITAR trainings is lower than male beneficiaries and those identifying with other genders; and iv) an increase in number of participants aged 15-24 years from 6.3 per cent in 2018 to 21.5 per cent in 2020 and in the number of events targeting young people.

51. The LNOB principle was incorporated in 40 of 101 result areas under the strategic objectives, including Indigenous Peoples, women and girls, youth and children, participants from countries in special situations, fragile States and countries emerging from conflict, among others. Most of the result areas with links to LNOB are found under SO1 (24 results) and SO4 (11 results). Furthermore, 10 per cent of result areas paid special attention to GEEW. A more detailed presentation of result areas' alignment to GEEW is described in the next section.

52. During implementation of projects/programmes falling under each result area, the focus on leaving no one behind in UNITAR programming is done by targeting participants from groups made vulnerable, by including content in the trainings that refers to the

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[18] Items i and ii are also included as part of the Institute's KPIs.

principles of LNOB or with attention to specific individual and social characteristics that place people in disadvantaged positions (and some training exclusively dedicated to this), or by making the training methodologies and delivery formats accessible to all groups. Figure 23 presents the percentage of result areas by strategic objectives incorporating the LNOB principle during implementation, as reported by programme management.

Figure 23: Percentage of result areas incorporating the LNOB principle.
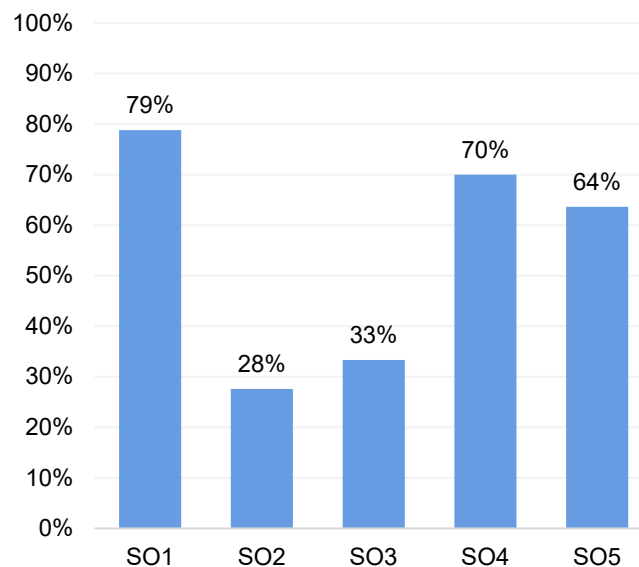
53. Under **SO1**, most of the result areas focus on countries in special situations or countries emerging from conflict. Result areas focusing on Indigenous Peoples' representatives, youth, children and families in local communities in areas emerging from conflict; and ensuring balance of male and female participants, are also found under this strategic objective. The fellowship programmes in peacemaking and preventive diplomacy and regional trainings on conflict prevention and negotiation **prioritize participants from LDCs** to participate in the programme. The Peacekeeping Training Programme Unit project *"Youth-led peace and reconciliation in Colombia: A transformational approach"* is specifically focused on **marginalised communities and communities affected by conflict**. Moreover, the project activities, in its different components, target **youth** at risk of recruitment by armed groups and in the process of reintegration. The programme unit also co-organized workshops and awareness-raising activities for humanitarian stakeholders focused on how to include the **LNOB principle in sustainable energy production and consumption in displacement settings**. Many other peacekeeping-related programming was delivered in the field in countries emerging from conflict on the African continent, especially PDTA programming.

54. Under **SO2**, the first result area "Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS" target women from Pacific SIDS. More specifically, the content of the *"UNITAR women's leadership in tsunami-based DRR"* training programme addresses the **needs of groups in situations of vulnerability in emergency contexts** such as the elderly, youth and children, persons with disabilities or refugees given the systemic inequities they experienced in the lack of access to shelters, information, technologies or goods and services.[19] Consistent provision of

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[19] An impact story of the fellowship programme, published in August 2022, can be found here.

affordable essential medicines, diagnostics, and equipment for NCDs in developing countries is being enabled by The Defeat-NCD Partnership, launching the services of the Essential NCD Supplies Facility, which provides access to more affordable, quality assured NCD medicines and supplies to developing countries. Attention to migrants and refugees is also dedicated in one of the result areas under SO2. Moreover, to ensure that UNITAR training is accessible to all, some programming under this strategic objective has included **narrative audio and sign language**, e.g., the course on anticorruption and sustainable development.

55. Additional efforts to make training accessible to persons with disabilities exists under **SO3** programming. More specifically, the UN CC:Learn e-learning platform is accessible in seven languages and to persons with disabilities and courses are available in up to nine languages. The project "One Ocean Hub" focuses on engaging with indigenous and local knowledge about the oceans, which is usually left out in mainstream knowledge production and dissemination.

56. Eleven result areas under SO4 contribute to the principle of LNOB. The entrepreneurship and youth leadership portfolio implemented by the HO under **SO4**, targets **young people from countries emerging from conflict**, i.e., Afghanistan, Iraq, South Sudan, and in the Horn of Africa. Accessibility to the fellowship programmes was key for project management. The delivery formats were adapted to **mobile training and offline learning modalities**, e.g., using EdApp, to ensure that e-learning was not a barrier to participants. The **selection process** was also important to give all participants an opportunity to join the programme. In the Horn of Africa, for example, participants from regions with stronger economic growth were overrepresented in comparison to other regions. To guarantee more balanced participation, the project team worked with local community members to identify through professional and personal networks potential candidates and channels to promote the programme in the regions with less applicants, as well as to encourage more female applicants. Additional projects implemented in countries in special situations and other developing countries from Sub-Saharan Africa and the Middle East were developed during the biennium.

57. Satellite imagery-based analysis performed under **SO5** were mostly focused on **countries in conflict or complex emergencies**. Capacity development activities to enhance evidence-based decision making using CommonSensing solutions for DRR and Climate Change Adaptation developed by UNOSAT targeted **Pacific SIDS** (countries in special situations). Moreover, the course on stakeholder engagement led by the Agenda 2030 Programme Unit included a **new training module on LNOB**. The budgeting for a course on the SDGs also highlights the role of **budgeting in promoting equity based approaches**. A micro-learning on **human rights-based approach to data** was also developed. The *Capacity building for the 2030 Agenda project* also addressed the principle of LNOB through the potential of **citizen science data** to provide more granular information on the needs of vulnerable groups and incorporates principles of human rights-based approach.

Learning participants from countries in special situations

58. Around half (52 per cent) of participants from countries in special situations come from 12 countries, namely, Mali (8 per cent), Bangladesh (6 per cent), Chad (6 per cent),

Bolivia (5 per cent), Burkina Faso (4 per cent), Rwanda (4 per cent), Ethiopia (4 per cent), Benin (3 per cent), Republic of Guinea (3 per cent), Tanzania (3 per cent), Niger (3 per cent), and Democratic Republic of the Congo (3 per cent), respectively.

59. **The Planet and Peace pillars** accounted for 89 per cent of learning-related participants from countries in special situations. On the other hand, the pillars reaching the largest number of participants from countries in special situations in programming were Peace (29 per cent), programming under multiple pillars (21 per cent), Prosperity (15 per cent) and Multilateral Diplomacy pillar (14 per cent).

60. The **gender breakdown** of beneficiaries from countries in special situations is **unbalanced** for learning-related beneficiaries, with male participants representing 65 per cent, female participants 33 per cent, and 2 per cent those identifying as other genders. The female to male ratio, however, changes for the total participants (from learning and non-learning-related events), with female beneficiaries representing 44 per cent of overall beneficiaries.

61. Learning-related participants from countries in special situations **mostly work for government** (33 per cent), followed by academia (21 per cent), other sectors (20 per cent) and the private sector (11 per cent). The distribution differs from the distribution of overall beneficiaries, who mostly come from the private (non-state) sectors (49 per cent) and other sectors (35 per cent). The difference may be due to the fact that military and police trained under peacekeeping programming are counted as government officials and that many projects implemented in countries in special situations target government officers as primary beneficiaries.

62. Fifteen per cent of participants from events including an objective assessment of learning receiving a **certificate** during the biennium (completion or participation) came from countries in special situations. This rate decreased in comparison to the previous biennium (around half). On the other hand, only 43 per cent of learners from countries in special situations, received a certificate (completion or participation). This rate corresponds to 31 per cent of certificates of completion and 12 per cent of certification of participation. The low certification rate for the biennium is derived from the low percentage of participants from countries in special situations receiving a certificate in 2021 (28 per cent, against 81 per cent in 2020).

63. Participants from countries in special situations **apply knowledge, skills** and other capacities from UNITAR training more than those coming from other countries. In 2020, the application rate of participants from countries in special situations was close to those from other countries (79 and 81 per cent, respectively). In 2021, the difference between the two groups was 10 percentage points.

Gender equality and the empowerment of women

61. As mentioned earlier, 10 per cent of result areas were reported as having specific attention to gender equality and women's empowerment. Incorporation of GEEW in the results areas can include targeting women (partially or exclusively), incorporating special training sessions or modules on gender, or mainstreaming

gender in the projects' methodologies and approaches.[20] Figure 24 presents the percentage of result areas by strategic objectives incorporating GEEW during implementation, as reported by programme management.

Figure 24: Percentage of result areas incorporating GEEW principle
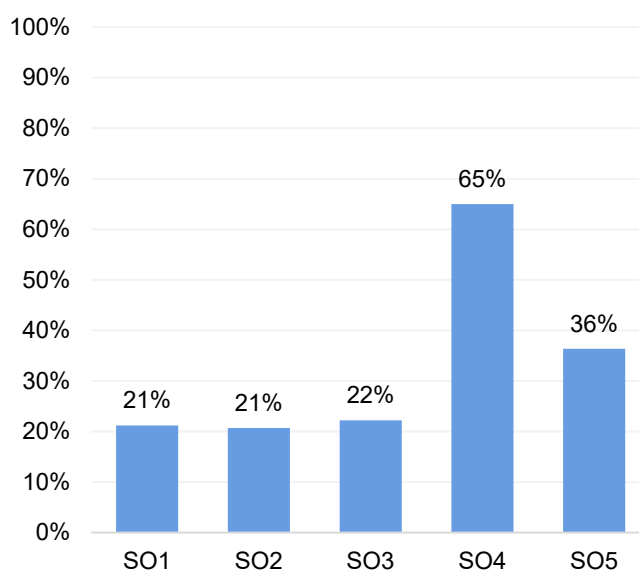
62. The three streams can be identified under **SO1**. For example, the programming under the result area linked to nuclear disarmament and non-proliferation, organized by the Hiroshima Office, required countries to nominate at least two female candidates per of four nominations to ensure **gender balance**. The fellowship programmes in peacemaking and preventive diplomacy, implemented under three result areas by the Peacemaking and Conflict Prevention Programme Unit include a **special session on WPS**, besides the dedicated programming of PTP to improve capacity of AU Member States to monitor and report on the implementation of the WPS Agenda on the African Continent. The Nigerian Project Office (NPO), on the other hand, **based one of its result areas** on women's empowerment and poverty alleviation amongst Ogoni women affected by environmental degradation caused by pollution from oil mining and production in their communities.

63. Similarly, under **SO2**, the result area focusing on promoting capacities on tsunami based DRR targets **women leaders** in DRR to strengthen their leadership skills in this area. **Gender in the course content** is also included in the anticorruption programming and training to improve knowledge on the work of the General Assembly and its main Committees and skills on conflict resolution, negotiation, and mediation developed by the NYO. The national NCD capacity building activities include **mobilising women to lead community engagement and awareness** on NCDs and risk factors.

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[20] The methodology used is different from the gender markers assessed by Programme Units as part of the programme budget planning process. Efforts will be made to harmonize the methodology for the 2022-2023 report.

64. The One UN CC:Learn partnership's strategic direction for the 2017-2020 phase, under **SO3**, included a **thematic area on gender and climate change**. The online learning platform hosts two courses with gender thematic: gender and environment and gender equality and human rights in climate action and renewable energy.

65. Another result area with focus on gender equality and women's empowerment is the programming to mainstream **gender equality and women's empowerment into government policy**, under **SO4**. PFTP's programme *"Frontier technologies for sustainable development: Unlocking women's entrepreneurship through artificial intelligence in Afghanistan and Iraq"* **targeted young women entrepreneurs** to leverage their business or initiatives by using frontiers technologies. Other projects implemented by the programme unit related to trade, intellectual property, financial literacy, and finance also included **gender balance as a selection criterion** and were oriented to build gender focused plans at various strategic levels.

66. UNOSAT training for the result areas strengthening knowledge on geo-information technologies for DRR and CCA and enhanced evidence-based decision making by using CommonSensing solutions for DRR and CCA, under **SO5**, also considered **gender balance as a selection criterion** and **sex-disaggregated data** is gathered and analysed to assess knowledge attainment. As part of the CommonSensing project, gender analysis for the participants' acquired knowledge was carried out by comparing objective and subjective assessments of male and female participants in the events. Gender is also a key consideration in the pilot countries receiving advisory services and training by the 2030 Agenda Unit. The second GEAR (gather, evaluate, accelerate and refine) cycle of the Crowd4SDG was **dedicated to the nexus between gender and climate resilience.**

Performance challenges and Lessons to be Learned

67. Programme and functional units 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

68. External factors include the following:
    - **COVID-19 planning and organization** uncertainties, restrictions for travel, meetings, face-to-face training delivery and stakeholder consultations, consequently adaptation time required to move face-to-face training online and explore alternative formats (see also section on COVID-19).
    - **COVID-19 related priority shifts:** With the COVID-19 pandemic, the availability of stakeholders to focus on NCD planning and execution and the ability to undertake stakeholder consultations was challenging and took longer than expected in The Gambia (see also section on COVID-19).
    - **Lack of timely EU pillar assessment:** Ineligibility to receive funds from the European Commission under the indirect modality of the EU financial regulations and rules was identified as a noteworthy challenge for some programming, particularly The Defeat-NCD Partnership.
    - **Political climate:** Brexit and other political changes have led to a reduced (or postponed) number of activities.
    - **Connectivity:** Unstable internet connection of participants and trainers led to diverse challenges in shifting face-to-face training online.

69. Internal factors include the following:

- **Partnerships:** Collaborations come with both opportunities and challenges. Establishing an agreement with a new programme country may take between 6 to 8 months to ensure securing all approvals at the country level and having the right level of understanding for the support expected. This is a long planning period which shall be accounted for in planning scale-up countries. One division reported its experience with the "One UN" approach. Being part of a large system has many benefits. When wanting to be aligned with other UN organizations' documents, strategies and priorities, this can lead to shifted timelines and delays in activities and progress, however.

- **Human resource-related challenges**, including the limited size of the UNITAR workforce and continued reliance on and frequent turn-over of personnel such as 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. Moreover, the lack of an insufficient roster of trainers can also lead to further challenges in organizing learning events.

- **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 FBU and the Partnership and Resource Mobilization Unit.

- **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 results 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 beyond Level 1 and to the level of impact; further customization of training content and material to address specific audiences.

- **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 priorities have shifted with the global health pandemic (see external factors).

Lessons to be Learned

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

- **Providing opportunities to meet like-minded participants in similar roles helps advance dialogue and coordination**. A comprehensive learning experience aligned with the participants' professional roles, helped extend their knowledge in nuclear disarmament and non-proliferation. The experience also helped foster a common understanding among participants that the regionally aligned movements have immense potential to achieve nuclear disarmament and global peace.
- **Sharing community lessons helps developing locally relevant ideas.** Women's leadership in DRR continues to be a relevant issue where community-based DRR and social inclusion concepts are well received and very relevant. Sharing lessons from communities and schools in Japan helped develop locally relevant ideas on how individuals, families, or communities from the Pacific or other countries can prepare themselves for disasters. The diverse range of participants reflected diverse perspectives and ideas for both present and future DRR planning.
- **Less is more when it comes to the preparation of learning events.** The solid preparation of events and organising few well-prepared events rather than multiple events was the key to their success.
- **Short sessions retain the audience's attention better than too long events.** Participants enjoy breakout-rooms and other interactive aspects of the training.
- **The shift to online training requires participants to learn key online learning skills** like accessing the platform well, successfully completing and submitting assignments. UNITAR adapted to this need and designed easy to understand learning material before participants commenced training to ensure they are comfortable navigating the platform and have to support networks for further assistance.

- **Key elements of a successful programme include engaging live webinars, constant support from the national coaches, as well as the provision of internet bundles**, which complemented each other well and helped create a successful programme.
- **National and regional coaches as well as national mentors are invaluable in contextualizing the programme's focus areas to the country**. They provided local relevant examples and shared insights from their individual experiences in implementing their own programmes and projects in the region. This helped learners to better understand as well as identify potential challenges and how to best overcome them, from a multistakeholder lens.
- **The fear of lack of participant engagement in a virtual format can be overcome by putting in place a number of measures.** UNITAR actively worked to help participants overcome this perception by closely following up and staying connected through various platforms they were comfortable using. UNITAR enabled chatbots in our learning platform, developed discussion forums for sharing any course related difficulties they would like to share, and incorporated participation on such forums into our post lesson completion activities. This proved to have a positive impact since after few days of programme launch, UNITAR was able to view active engagement amongst participants and in a few weeks, peer support and peer reviewing became a norm and not an exception in the programme.
- **Internet provision is crucial for some training programmes because internet data in these countries are a barrier to accessing the online training programme.**
- **Beneficiaries appreciate the action plans integrated into the training which help them contextualize the challenges on the ground and apply their knowledge.**
- **Courses that are provided free of charge (funded by donors and free to the participants) always generate large demand since there are many who wish to learn and skill themselves but lack key resources.** This gives them an opportunity to gain key knowledge skills which will benefit themselves and their communities.
- **Online delivery allows programmes to offer courses to a larger audience** (as compared to having it done face-to-face as initially planned).
- **The provision of tailored on-demand products is key to the project.** This will be continued.
- **It is key to implement objective assessments to see the true learning outcome of the trainings.**
- **Having live training sessions with staff or a counterpart in country to facilitate the training removes the distance between trainers and stakeholders.** Pre-recording certain training videos ahead of time to play (during live sessions) is a reliable method to ensure presentations go on in case of internet connectivity issues.
- **Annual Roadmaps have proved a critical tool in making the Partnership develop joint initiatives, exchange knowledge and achieve stated objectives.**
- **Partnerships with Universities are key to advancing work on SDG competency assessments and testing with students.** Work on private sector partnerships is ongoing now in collaboration with UNIDO and others.
- **Against the backdrop of COVID-19, the relevance of integrated planning addressing short term and long term needs has further increased.** Strengthening capacities in integrated financing has become an important issue for many UN Member States.

Annexes

Annex I: Programme Performance by Strategic Objective

Strategic Objective 1.1

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

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Hiroshima Office (HO)	16	Strengthened knowledge and skills to promote nuclear disarmame	(i) Percentage of participants fully meeting learning objectives at the end of the training	Survey/Questionnaire	70 per cent	95 per cent	🟢	20 government officials from Asian countries trained on the world/region	20	41	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		nt and non-proliferation						al trends of nuclear disarmament as well as negotiation skill in international fora					
Peacemaking and Conflict Prevention Programme Unit (PMCP)	16	Strengthened knowledge and skills of mid and senior level diplomats as well as United Nations and regional organization staff in the fields of conflict analysis, negotiation and mediation	(i) Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	Survey/Questionnaire	75 per cent	92 per cent	🟢	Training delivered to 80 fellows responsible for the prevention and resolution of conflict through organization of two fellowship programmes in peacemaking and preventive diplomacy	80	87	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PMCP	16	Strengthened knowledge and skills of mid and senior level Africa government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation[21]	(i) Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	Survey/Questionnaire	75 per cent	99 per cent		Training delivered to 30 mid and senior officials	30	39		⚥	+
PMCP	16	Strengthened knowledge and skills of mid and senior level African and	(i) Percentage of trained fellows who have indicated having achieved the learning	Survey/Questionnaire	75 per cent	90 per cent	🟢	Training delivered to 30 officials through the implementation of a regional	30	31	🟢	+	+

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[21] This result area was inadvertently omitted from the 2020-2021 programme budget revision.

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Asian/Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation	objectives mostly or fully in the areas of conflict analysis and negotiation					training programme to enhance conflict prevention and negotiation					
PMCP	16	Enhanced knowledge of contemporary challenges in peace operations and strategies	(i) Percentage of high-level officials from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar	Survey/Questionnaire	90 per cent	94 per cent	🟢	Knowledge sharing facilitated for 100 SRSGs and other senior staff through the organization of two high	100	109	🟢	⚢	+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		to address them shared among senior most peacemakers in the United Nations	(ii) Number of lessons learned identified **(New!)**	Survey/Questionnaire	6	3	🔴	level seminars					
PMCP	16	Enhanced knowledge and skills of indigenous peoples' representatives in conflict analysis and negotiation	(i) Percentage of trained representatives who have indicated having achieved the learning objectives mostly or fully in conflict analysis and negotiation	NF	75 per cent	NF	⭕	Training delivered to 25 indigenous peoples' representatives through the implementation of a training programmes at the international	25	NF	⭕		+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Number of indigenous graduates serving as resource persons in the training programme	NF	4	NF	○	or regional level					
Peace-keeping Training Programme Unit (PTP)	16	Strengthened capacities of male and female UN peacekeepers to operate securely in dangerous environments, allowing	(i) Percentage of male and female participants successfully meeting the completion requirements of the training of trainers session	Test results	85 per cent	90 per cent	●	90 male and female trainers attend the training of trainers sessions	90	15	●		+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		for improved performance in the theatre of operations	(ii) Percentage of male and female commissioned officers successfully meeting the completion requirements of the training session	NM	85 per cent	NM	●	420 male and female commissioned officers attend the 2-day training session on UN peace operations	420	472	🟢		
			(iii) Percentage of male and female non-commissioned officers successfully meeting the completion requirements of the training session	NM	85 per cent	NM	●	9000 male and female non-commissioned officers attend the 2-day training session on UN peace operations	9,000	7,277	🟡		
PTP	16	Strengthened capacities	(i) Percentage of male and female	Test results	85 per cent	85 per cent	🟢	560 male and female members of	560	1,120	🟢		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		of male and female members of FPUs to operate securely in dangerous environments, allowing for improved performance in the theatre of operations	participants successfully meeting the completion requirements of the training session					FPUs attend the pre-deployment training programme					
PTP	16	Improved knowledge, skills and behaviour of male and female medical and para-medical personnel (military and police	(i) Percentage of male and female participants successfully meeting the completion requirements of the training session	Test results	85 per cent	85 per cent	🟢	A gender-balanced group of 80 medical and para-medical personnel attend the training session	80	121	🟢	⚥	+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		deployed to the top 5 high-risk UN peace-keeping operations) to address physical and psychological trauma in a gender-responsive manner	(ii) Percentage of male and female participants indicating an increased confidence in their capacities to address physical and psychological trauma	Test results	85 per cent	85 per cent	🟢						
PTP	16	Strengthened knowledge, skills, attitudes and behaviours of commissioned and non-commissioned officers from FAMA (Mali) in the area of	(i) Percentage of participants successfully meeting the completion requirements at the end of the training sessions	Test results	80 per cent	80 per cent	🟢	60 commissioned officers attend the 1-week training session	60	60	🟢		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		International Humanitarian Law, Human Rights Law and Protection of Civilians											
PTP	16	Enhanced understanding among African countries nominated to be part or being part of UNSC of peace and security issues relevant at the regional level	(i) Percentage of representatives attending the High-level Seminar endorsing the final report	Report/LOP	80 per cent	100 per cent	🟢	140 representatives from African countries attend the High-level Seminar	140	140	🟢		
PTP	16	Enhanced understanding of experts of the African -	(i) Percentage of participants successfully meeting the completion	Test results	75 per cent	95 per cent	🟢	40 experts from AUPSC attend the training session	40	40	🟢		

| Programme | Alignment with primary SDG | Result Area | Result | | | | | | Outputs | | | | GEEW | LNOB |
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Union Peace and Security Council (AUPSC) and its subsidiary bodies in relation to internal mechanisms and procedures	requirements of the training session										

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PTP	16	Enhanced capacity of professionals working in local communities to independently implement activities and participatory methodologies aimed at raising awareness among youth, children, and families in local communities on risks associated with child soldiering	(i) Number of communities in which the educational tool has been use	Report/LOP	15	35	🟢	Training on the methodology "Pintando el Futuro" delivered to 300 professionals (educators, psychologists, social workers working in community-based programmes)	300	225	🟡		+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		and at preventing the (re-recruitment) of children and youth by armed groups and criminal gangs **(RD)**											

| Programme | Alignment with primary SDG | Result Area | Result | | | | | Outputs | | | | GEEW | LNOB |
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Percentage of community members involved in the project measures, declaring to apply the strategies/tools transferred through the educational activities in their day-to-day lives	Survey/Questionnaire	75 per cent	100 per cent	🟢	Multiplication training delivered to 300 local community members	300	225	🟡		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Percentage of community members involved in the project measures, that according to observations made by professionals and teachers are able to apply the strategies/tools transferred through the educational activities in their day-to-day lives	Survey/Questionnaire	60 per cent	81 per cent	🟢	Multiplication training delivered to 300 local community members	300	619	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Enhanced capacity of professionals working in marginalized communities to independently implement the gamified educational tool Viaje de Heroes y Heroinas focused on empowerment of youth	(i) Number of communities in which the educational tool has been used	Report/LOP	15	24	🟢	Training on the on the gamified educational tool Viaje de Heroes y Heroinas delivered to 300 professionals (educators, psychologists, social workers working in community-based programmes),	300	128	🟠		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		in marginalised communities as risk prevention strategy **(RD)**	(ii) Percentage of community members involved in the project measures, declaring to apply the strategies/tools transferred through the educational activities in their day-to-day lives	Survey/Questionnaire	75 per cent	100 per cent	🟢						

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Percentage of community members involved in the project measures that according to observations made by professionals and teachers are able to apply the strategies/tools included in the educational activities in their day-today lives,	Survey/Questionnaire	60 per cent	100 per cent	🟢						

Programme	Alignme nt with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Enhanced capacity of professional s working in local communitie s to independen tly implement activities and participator y methodolog	(i) Number of communities in which the educational tool has been used.	Report/LOP	20	36	🟢	Training on the methodology of Perspectivas de Paz delivered to 300 professional s (educators, psychologist s, social workers working in community-	300	128	🔴		+

Programme	Alignme nt with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		ies to work, not only with children and youth, but also with their families and communitie s, around the topics of reconciliatio n, resilience and conflict prevention **(RD)**	(ii) Percentage of community and family members involved in the project measures that according to observations made by professionals and teachers are able to apply the strategies/tool s included in the educational activities in their day-to-day lives,	Survey/Ques tionnaire	60 per cent	97 per cent	🟢	based programmes)					

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Percentage of participants in the exhibitions events acknowledging the importance of storytelling and historical memory building in sustainable reconciliation processes	Survey/Questionnaire	75 per cent	97 per cent	🟢						

| PTP | 7 | Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner | (i) Percentage of representatives of humanitarian agencies working in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives | Internal Unit Monitoring Data | 80 per cent | 89 per cent | 🟢 | 500 representatives of humanitarian agencies working in conflict and post-conflict environments attend the awareness raising initiatives | 500 | 1246 | 🟢 | |

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Percentage of representatives of communities in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives	Internal Unit Monitoring Data	80 per cent	82 per cent	🟢	500 representatives of communities in conflict and post-conflict environments attend the awareness raising initiatives	500	1,132	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								Webinars attended by 80 representatives for humanitarian sector organizations	80	589	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								Multi-stakeholder workshops on interagency solutions for decarbonizing energy infrastructure in displacement settings attended by 40 representatives from humanitarian organizations	40	689	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								Multi-stakeholder workshops on harmonizing energy data collection in displacement settings attended by 50 representatives from humanitarian organizations	50	287	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								Multi-stakeholder workshops on inter agency solutions for household access to sustainable energy solutions attended by 40 representatives from humanitarian organizations	40	56	🟢		

| Programme | Alignment with primary SDG | Result Area | Result | | | | | | Outputs | | | | GEEW | LNOB |
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PTP	7	Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a	(i) Percentage of representatives of humanitarian agencies working in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives	Internal Unit Monitoring Data	80 per cent	92 per cent	🟢	30 representatives of humanitarian agencies working in conflict and post-conflict environments attend the awareness raising initiatives	30	112	🟢		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		sustainable manner and on how to use energy for productive purposes	(ii) Percentage of representatives of communities in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives	Internal Unit Monitoring Data	80 per cent	87 per cent	🟢						
PTP	16	Enabled access of members of FAMA to a fully functioning psychiatric unit within the premises of the military	(i) Number of psychiatric units fully functioning at the end of the project	Internal Unit Monitoring Data	1	1	🟢	Psychiatric unit built and equipped	1	1	🟢		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		polyclinic in Kati **(New!)**											
PTP	16	Strengthened knowledge, skills, behaviours and attitudes of specialized medical personnel to address the symptoms and consequences of CSR and PTSD **(New!)**	(i) Percentage of participants attending the program fully meeting the completion requirements	Test results	90 per cent	85 per cent	🟢	Training delivered to 12 staff of the psychiatric unit	12	15	🟢		+
PTP	16	Increased awareness of members of FAMA on the symptoms of CSR and	(i) Percentage of participants attending the awareness raising sessions fully meeting the	Report/LOP	90 per cent	100 per cent	🟢	Awareness-raising delivered to 3,000 members of FAMA	3,000	3,000	🟢		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating		Output indicator	Target (revised)	Actual	Rating		
		PTSD **(New!)**	completion requirements											
PTP	16	Strengthened knowledge, skills, attitudes and behaviours of members (male and female) of Chadian Armed Forces in the area of	(i) Percentage of participants meeting the completion requirements of the training sessions	Test results	80 per cent	85 per cent	🟢		Basic training on the application of IHL, IHRL and protection of civilians in operations delivered to 840 commissioned and non-commission	840	1,381	🟢		+

Programme	Alignme nt with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Internationa l Humanitaria n Law, Human Rights Law and Protection of Civilians **(New!)**						ed officers from Chadian Armed Forces, prior to deployment to MINUSMA. Equipment provided to 840 members of Chadian Armed Forces prior to deployment to MINUSMA					

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PTP	16	Strengthened knowledge of individual FemWise-Africa members of key aspects of deployment to mediation/good offices missions for their rapid deploy	(i) Percentage of participants fully achieving the learning objectives at the end of the training of trainers course	Survey/Questionnaire	80 per cent	90 per cent	🟢	Tailored training and capacity building offer developed for the training of francophone FemWise	Tailored training and capacity building offer developed for the training of francophone FemWise	Tailored training and capacity building offer developed for the training of francophone FemWise	🟢		+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		ability to crisis situations **(New!) (GEEW)**	(ii) Percentage of participants attending the training sessions delivered by the newly trained trainers rating the delivery as fully or mostly satisfactory	NM	80 per cent	NM	●	Africa members, selected for deployment by the FemWise Africa secretariat,	Africa members, selected for deployment by the FemWise Africa secretariat,	NM	●		
			(iii) Percentage of participants fully meeting course completion requirements at the end of each training session	Not measured	80 per cent	NM	●	Advanced TOT on pre-deployment training for mediation/good offices missions delivered to 10 francophone trainers,	Advanced TOT on pre-deployment training for mediation/good offices missions delivered to 10 francophone trainers,	NM	●		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iv) Percentage of FemWise-Africa members deployed being evaluated to fully having met the mission requirements	NM	80 per cent	NM	●	Pre-deployment training on mediation/good offices missions delivered to 40 francophone FemWise-Africa members by previously trained trainers,	Pre-deployment training on mediation /good offices missions delivered to 40 francophone FemWise-Africa members by previously trained trainers,	NM	●		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								Standardized evaluation framework for deployed FemWise members developed	Standardized evaluation framework for deployed FemWise members developed	NM	●		
PTP	16	Strengthened health services available to members (male and female) of Malian Armed Forces **(New!)**	(i) Number of strategies and action plans developed	Report/LOP	1	1	🟢	Evaluation of current health services available to FAMA completed	1	1	🟢		┼
								New strategy for FAMA health services developed	1	1	🟢		

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating		Output indicator	Target (revised)	Actual	Rating		
									Action plan developed	1	1	🟢		
PTP	16	Strengthened capacity of Libyan members of the Network of Mediators **(New!)**	(i) Percentage of participants meeting the completion requirements of the training	Report/LOP	80 per cent	102 per cent[22]	🟢		Training delivered to 60 members (mediators) of the Network of Mediators	60	61	🟢		+
PTP	16	Strengthened capacity of Libyan civil society organizations on conflict-sensitive project cycle management **(New!)**	(i) Percentage of participants meeting the completion requirements of the program	Report/LOP	80 per cent	80 per cent	🟢		Training delivered to 30 staff of Libyan civil society organizations	30	135	🟢		+
									Coaching delivered to 30 staff of Libyan civil society organization	30	22	🟡		

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[22] This measure was self-reported by programme management. PPME could not verify why the percentage is reported above 100 per cent.

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PTP	16	Strengthened capacities of law enforcement officers on the protection and promotion of human rights and the rule of law in the context of counterterrorism **(New!)**	(i) Percentage of participants successfully meeting the completion requirements of the e-learning course	NF	85 per cent	NF	◯	E-learning course delivered to 1,000 law enforcement officers	1,000	NF	◯		
PTP	16	Enhanced capacity of DDR and WAM practitioners to design tailored arms and ammunition management	(i) Percentage of participants meeting the completion requirements of the training	Report/LOP	80 per cent	91 per cent	🟢	Training delivered to 12 DDR and WAM practitioners working in DDR contexts (traditional and new ones)	12	44	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		operations **(New!)**											
PTP	16	Strengthened capacities to implement threat analysis and early warning for strategic planning **(New!)**	(i) Percentage of participants successfully meeting the completion requirements of the e-learning course	NF	85 per cent	NF	◯	Training delivered to 60 members of the Threat Analysis and Early Warning Center of G5 Sahel	60	NF	◯		
PTP	16	Strengthened knowledge, skills, attitudes and behaviours of members (male and female) of police forces of Libya to effectively	(i) Percentage of participants meeting the completion requirements of the training sessions	NF	80 per cent	NF	◯	Basic training delivered to 1,200 members of police forces of Libya	1,200	NF	◯		+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		protect civilian populations **(New!)**											
PTP	16	Strengthened knowledge, skills, attitudes and behaviours of members (male and female) of Armed Forces of Niger to operate security in dangerous environments **(New!)**	(i) Percentage of participants meeting the completion requirements of the training sessions	NF	80 per cent	NF	◯	Basic training delivered to 800 commissioned and non-commissioned officers from Armed Forces of Niger	8,000	NF	◯		+
PTP	16	Strengthened capacities of personnel of military justice	(i) Percentage of male and female participants successfully meeting the completion	NF	85 per cent	NF	◯	Training delivered to 60 members of military justice systems in the Liptako	60	NF	◯		+

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		systems in the Liptako Gourma region to prevent, respond and correct violations committed during military operations **(New!)**	requirements of the training session					Gourma region					
PTP	16	Improved capacity of AU Member States to monitor and report on the implementation of the WPS Agenda on the African	(i) Percentage of increased use of the Continental Results Framework (CRF) by AU Member States	Report/LOP	15 per cent	25 per cent	🟢	Case studies (2) of Member States' experience with CRF and the implementation of the WPS Agenda completed	2	2	🟢	⚥	+

Programme	Alignment with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		continent (New!) (GEEW)						Training delivered to country Focal Points in at least 3 Member States	3	3	🟢		
Nigeria Project Office (NPO)	1	Strengthened knowledge and skills of women and girls to lead local and national level activities to support peaceful transition from conflict and insecurity (New!) (GEEW)	(i) Percentage of women who acquire skills and complete the programme	Report/LOP	60 per cent	65 per cent	🟢	400 Ogoni Women trained in Agribusiness	400	400	🟢	⚲	+

Unplanned programing and results

The following unplanned programming and results were achieved:

- Activities under the result area "Enhanced capacity of professionals working in local communities to independently implement activities and participatory methodologies aimed at raising awareness among youth, children, and families in local communities on risks associated with child soldiering and at preventing the (re-recruitment) of children and youth by armed groups and criminal gangs" continue after the initial project timeframe as the local organizations involved continued applying the project methodology in their programming.
- Multiplication trainings under the above result area reached out more community members than previously planned.
- Implementation of activities under the joint project with UNDP in Libya, were impacted by the COVID-19 pandemic and the Libya context, requiring conversion of the training delivery format from face-to-face to remote means. Activities under the area of DDR were adapted to online formats.
- Due to COVID-19 impacts on the military training and deployment schedules, Training of Trainer sessions were postponed to 2022.
- The project under the result area "Strengthened capacities of male and female members of FPUs to operate securely in dangerous environments, allowing for improved performance in the theatre of operations" was extended for another year.
- A second phase for the project under the result area "Improved knowledge, skills and behaviour of male and female medical and para-medical personnel (military and police deployed to the top 5 high-risk UN peace-keeping operations) to address physical and psychological trauma in a gender-responsive manner" was secured.
- Project under the result area "Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner" renewed for another two years.

Overall assessment and lessons learned

- The comprehensive learning experience aligned with the participants' professional roles, helped extend their knowledge in nuclear disarmament and non-proliferation.
- Providing opportunities to meet like-minded fellows in similar roles helped advance dialogue and coordination among states in the Asian region. The experience also helped foster a common understanding among participants that the regionally aligned movements have immense potential to achieve nuclear disarmament and global peace.
- The two case studies of Member States' experience with CRF and the implementation of the WPS Agenda, have been completed successfully. The consultative processes with member states, leading to the completion of two country case studies, showed the existing capacity gaps and opportunities towards the full realization of the Continental Results Framework. The workshops have been successfully delivered and have led to the formulation of programmatic recommendations towards the further realization of the CRF at country level.
- The Programme recorded 65 per cent overall success. Six women cooperative groups are currently progressing with their farm businesses due to the implementation of cutting edge innovative farming techniques acquired from the training. Some of the tangible achievements were the number of private farm businesses set up by the participants. There has also been some noticeable behavioural change amongst members of the cooperative groups resulting from the knowledge acquired.

Special attention to LNOB

- Invitation sent with priority to LDCs.
- The project activities were specifically focused on marginalised communities and communities affected by conflict. The activities also addressed specifically youth at risk of recruitment by armed groups and youth in the process of reintegration.
- The goal of all workshops and awareness raising activities are to address 'leaving no one behind' in displacement settings with regards to SDG7 - Energy Access for All.

- In the case study methodology, a specific focus was placed on assessing factors such as systematic exclusion of parts of the society, data gaps as well as opportunities to create more inclusive monitoring processes.
- Attention to women empowerment and people living below the poverty line as the target audience.

Special attention to GEEW

- Women are the main target audience for the disarmament and non-proliferation programme. In the call for nomination, UNITAR required countries to nominate at least two female candidates within four nominations for ensuring the gender balance.
- Special session on Women, Peace and Security.
- All measures specifically focused on advancing the WPS agenda on the African continent.
- The programme focused on women empowerment and alleviating poverty amongst Ogoni women affected by environmental degradation caused by pollution from oil mining and production in their communities.

Strategic Objective 2.1

SO2. People and social inclusion		2.1 Promote people's well-being, including the protection and empowerment of groups that are vulnerable and marginalized	

Learning is crucial to promoting people's well-being and social inclusion. It provides a lever for individuals to open doors; understand problems; find solutions; and participate in economic, social and political life. Unfortunately, many segments of society have been marginalized and made vulnerable, such as disabled persons, indigenous peoples, migrants, and internally displaced people and refugees. This sub-objective focused broadly on developing people's well-being, with emphasis on helping individuals acquire knowledge and skills to promote sustainable development. Learning and related programming focusing on entrepreneurial and productive capacities, on the development and implementation of migration policies and on education for sustainable development are some examples of activities.

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Hiroshima Office (HO)	5	Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS **(GEEW)**	(i) Percentage of participants fully meeting learning objectives at the end of the training	Survey/Questionnaire	70 per cent	95 per cent	🟢	Training delivered to 98 participants	98	591	🟢	⚢	+
Green Development and Climate Change	5	Strengthened knowledge, awareness and/or skills among local	(i) Percentage of beneficiaries'		NF	NF	⭕	Training delivered to 2,000 beneficiaries	2,000	NF	⭕		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Programme (GCP)		authorities/actors on sustainable development-related topics **(New!)**	respondents reporting strengthened knowledge, awareness and/or skills										
Social Development Programme Unit (SDP)	10	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	NM	85 per cent	NM	●	Training delivered to 100 beneficiaries on the humanitarian, social and economic aspects of migration	100	5,131	🟢		+

| Programme | Alignment with primary SDGSDG | Result Area | Result | | | | | Outputs | | | | GEEW | LNOB |
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Percentage of conference participants agreeing or strongly agreeing that awareness of subject matter has increased **(New!)**	NM	85 per cent	NM	●						
SDP	11	Strengthened capacity of local and national officials to tackle road safety issues	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject	NM	90 per cent	NM	●	Training delivered to 500 beneficiaries	500	1,996	🟢		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			matter has increased										
SDP	16	Strengthened capacity of government officials to tackle issues related to the fight against corruption	(i) Percentage of conference participant respondents agreeing or strongly agreeing that awareness on subject matter has increased	Survey/Questionnaire	85 per cent	95 per cent	🟢	Training delivered to 200 beneficiaries	200	2,718	🟢		
								Engagement of 700 participants through 1 global conference	700	253	🟠		
SDP	11	Strengthened knowledge and/or skills among local authorities/actors on urban services and sustainable development	(i) Percentage of trained beneficiaries confirming having met learning objectives	NM	85 per cent	NM	⚫	Training delivered to 500 beneficiaries	500	405	🟡		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		related topics through online courses	mostly or fully										
SDP	3	Increased capacity of stakeholders in surgical, obstetrics and anaesthesia services **(RD)**	(i) Percentage of trained beneficiaries confirming having met learning objectives mostly or fully	Survey/Questionnaire	85 per cent	93 per cent	🟢	Training delivered to 500 beneficiaries	500	3,129	🟢		
SDP	11	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development	(i) Percentage of beneficiary respondents reporting strengthened knowledge, awareness	NM	85 per cent	NM	⚫	Training delivered to 15,000 beneficiaries Global Network of affiliated International Training Centres for Leaders and Authorities	15,000	172,030	🟢		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		related topics[23]	and/or skills					(CIFAL) (20% learning-related)					
SDP	10	Increased stakeholder awareness on local public administration and city management **(New!)**	(i) Percentage of government officials and other stakeholders trained meeting learning objectives	NM	85 per cent	NM	●	Training delivered to 100 beneficiaries	100	643	🟢		
			(ii) Percentage of conference participants agreeing or strongly agreeing that awareness of subject	NM	85 per cent	NM	●						

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[23] Results area and related key output(s)s of the Global Network of Affiliated International Training Centres for Leaders and Authorities (CIFAL) and funded through the respective CIFAL Center budget.

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			matter has increased										
SDP	8	Strengthened capacity to integrate the SDGs into organizational strategy **(New!)**	(i) Percentage of government officials and business executives trained meeting learning objectives	NM	85 per cent	NM	●	Training delivered to 150 business executives	150	265	🟢		
								Training delivered to 100 beneficiaries	100	3,073	🟢		
SDP	11	Strengthened capacity of local government officials to develop city plans that integrate risk reduction	(i) Percentage of government officials trained meeting learning objectives	NM	85 per cent	NM	●	Training delivered to 1,000 beneficiaries	1,000	2,188	🟢		

| Programme | Alignment with primary SDGSDG | Result Area | Result | | | | | Outputs | | | | GEEW | LNOB |
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		principles and disaster management strategies **(New!)**											
The Defeat-NCD Partnership (Defeat-NCD)	3	National NCD Capacity Building	(i) Number of countries receiving programming support	Report/LOP	5	5	🟢	Technical expertise deployed to support Ministries of Health to develop National Costed Action Plans for NCDs	Technical expertise deployed to support Ministries of Health to develop National Costed Action Plans for NCDs	Technical expertise deployed to support Ministries of Health to develop National Costed Action Plans for NCDs	🟢		
The Defeat-NCD Partnership	3	Increased delivery of NCD	(i) Number of countries	Report/LOP	5	5	🟢	100 stakeholders reached through training and	100	2,261	🟢		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating g		
		prevention and management services to communities **(RD)**	in which stakeholders receive training and knowledge exchange					knowledge exchange on NCD management and care					
The Defeat-NCD Partnership	3	Consistent provision of affordable essential medicines, diagnostics, and equipment for NCDs enabled in target countries **(RD)**	5	(i) Number of countries that report market monitoring data for NCDs	NF	NF	◯	Stakeholders from national institutions and health sector experts trained to support national data collection/methodology for market monitoring studies, including baseline indicators on market sizing, supply delivery, and price tracking	Stakeholders from national institutions and health sector experts trained to support national data collection/methodology for market monitoring studies, including baseline indicators on market sizing, supply	NF	◯		

Programme	Alignment with primary SDGSDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
									delivery, and price tracking				

Unplanned programming and results

- As a result of the programme implementation, multiple partnerships with those which are mobilizing women empowerment for Disaster Risk Reduction were created.
- The fifth cycle of the Programme, in 2020, was transformed from an in-person training to a fully online programme due to the COVID-19 pandemic. It also added new elements such as biological hazards and inclusive aspects of DRR planning.
- Besides the training and global conference planned, four virtual roundtables on the topics on anticorruption were organized.
- The Defeat-NCD Partnership is providing and participating in technical consultative groups for the Global Diabetes Compact, the Interagency Task Force for Non-Communicable Diseases and for the Pooled Procurement Working Group of WHO in addition to supporting various entrepreneurs and partners across programme countries.
- Hands-on training and coaching to partner personnel in programme countries on a daily basis.
- Two additional activities were implemented under The Defeat NCD Partnership: i) NCD market demand study and global forecasting exercise; and ii) An LTA with a procurement agent for the provision of fairer-priced, quality NCD medicines, diagnostics, medical equipment and supplies was concluded after a 9-month process.

Assessment and Lessons Learned

- Women's leadership in DRR continues to be a relevant issue where community-based DRR and social inclusion concepts are well received and very relevant. Sharing lessons from communities and schools in Japan helped develop locally relevant ideas on how individuals, families, or communities from the Pacific or other countries can prepare themselves for disasters. The diverse range of participants reflected diverse perspectives and ideas for both present and future DRR planning.
- There is a wide spectrum of profiles interested in anticorruption issues, mainly from the Sustainable Development point of view. We have received encouraging comments on keeping on with similar initiatives.
- Establishing a robust agreement with a new programme country takes between 6 to 8 months to ensure securing all necessary approvals at the country level and ensuring the appropriate political support and operational arrangements that are critical in ensuring the success and sustainability of the country programme. This is a long planning period which shall be accounted for in planning scale-up countries.
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- With the COVID-19 pandemic, the availability of stakeholders to focus on NCD planning and execution and the ability to undertake stakeholder consultations was challenging and took longer than expected in The Gambia.

- Workshops, scientific days, and cross-country learning events organised by the Partnership have achieved exceptionally well attracting learners and participants from countries. The solid preparation of events and organising few well-prepared events rather than multiple events was the key to their success.
- Processes to establish a new service takes longer period especially with the capacity currently existing at UNITAR. Such timelines shall be factored in planning.
- The inability of UNITAR to receive funds pledged for The Defeat-NCD Partnership from the European Commission and other like-minded donors due to UNITAR not being a pillar assessed agency as of 31 December 2021.

Special attention to LNOB

Attention to the LNO principle was found across the result areas in the following ways:

- Socially vulnerable populations become even more vulnerable in emergencies. This is due to the systemic inequities and a lack of access to shelters, information, technologies or goods and services. This is accounted in the content and design of the programme.
- Translation into Arabic and Spanish, narrative audio, and sign language were included as part of the features of some of the initiatives on anticorruption.
- The national NCD costed action plans are inclusive and improving access to care to the most vulnerable population.
- Equal access to care is a center piece of costed action plans and all projects resulting from that.

Special attention to GEEW

- Because women are often primary caregivers to children, elderly, and the ill in many societies, it is crucial to empower women. Involving women in the decision making process around disaster risk planning, is a crucial starting point in educating vulnerable populations on how to support themselves in the case of an emergency. The Programme's target audience were women. It selected women from Pacific SIDS, a region that is one of the most prone to natural hazards.
- Throughout the content gender components have been included in the content of the course, interalia specific language and implicit message to promote gender balance, as well as through the preparation of the panels for the events. During coordination exchanges with the speakers, we encouraged them to refer to gender equality and women empowerment.
- Women were mobilised to lead community engagement and awareness on NCDs and risk factors.

Strategic Objective 2.2

SO2. People and social inclusion		2.2 Strengthen representation of countries in special situations in institutions of global governance

Supporting and promoting multilateralism and institutions of global governance is of great relevance and importance in today's world. Effective multilateral institutions require equitable representation; as well as strengthened capacities, including knowledge, awareness, skills and attitudes, for delegates and other stakeholders to take part meaningfully and constructively in multilateral processes. This sub-objective aimed to develop knowledge, skills and awareness on the processes, procedures, issues and decision-making arenas of multilateral institutions, with a focus on the United Nations system.

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Green Development and Climate Change Programme Unit (GCP)	13	Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes **(New!)**	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	NF	85 per cent	NF	◯	Training delivered to 1,500 beneficiaries	1,500	NF	◯		
New York Office (NYO)	16	Improved knowledge on the work of the General Assembly and its Main Committees	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Survey/Questionnaire	75 per cent	80 per cent	🟢	Training delivered to 120 stakeholders through e-Learning	120	120	🟢		

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Number of participants (List of participants and sign in sheet on the electronic platform) **(New!)**	Report/LOP	120	120	🟢						
NYO	16	Enhanced skills on conflict resolution, negotiation and mediation **(New!)**	(i) Percentage of beneficiary respondents who confirmed their negotiation skills have increased.	Survey/Questionnaire	75 percent	80 per cent	🟢	6 events developed	6	6	🟢		
								450 participants trained on mediation, conflict resolution or mediation	450	450	🟢		
NYO	4	Enhanced awareness about the SDG and the 2030 Agenda in lines with the yearly High- Level	(i) Number of attendees/participants	Report/LOP	4,500 (virtual)	1916	🟠	4,500 participants if online or 500 in person attended	4,500	4,500	🟢		

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Political Forum **(New!)**						the session					
			(ii) Number of Partners involved in raising awareness	Survey/Questionnaire	20 partners	25	🟢	10 sessions developed	10	10	🟢		
								5 or more SDGs covered	5	17	🟢		
NYO	4	Use the interconnections between music and development to create peaceful and just societies **(New!)**	(i) Number of participants attending the workshop (list of participants) agreeing that their awareness raised on the connections between music and sustainable peace	Report/LOP	100	1211	🟢	Training delivered to 100 beneficiaries	100	1,211	🟢		

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Number of participants agreeing their awareness has raised on the connection between music and sustainable peace	Survey/Questionnaire	75 per cent	78 per cent	🟢						
NYO	16	Strengthened knowledge and skills on the UN working environment for diplomats working in New York **(New!)**	(i) Participants acknowledging their knowledge on the United Nations systems has increased (Evaluation forms and feedback from participants)	Survey/Questionnaire	75 per cent	80 per cent	🟢	Training delivered to 250 beneficiaries	250	379	🟢		
			(ii) Number of participants attending United Nations Courses on Core Diplomatic Training Courses	Report/LOP	250	379	🟢						

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
NYO	16	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues with the UN maintain a significant presence **(RD)**	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Survey/Questionnaire	70 per cent	85 per cent	🟢	Training delivered to 20 beneficiaries	20	15	🟡		
			(ii) Number of delegates from the permanent mission of Qatar trained	Report/LOP	20	15	🟡						
NYO	16	Increased awareness and knowledge on the United Nations Budget System **(New!)**	(i) Percentage of attendees confirming their knowledge on the UN Budget system has increased (as of evaluation form)	Survey/Questionnaires	70 per cent	80 per cent	🟢	Training delivered to 80 beneficiaries,	80	123	🟢		
			(ii) Number of attendees as of list of participants	Report/LOP	80	123	🟢						

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
NYO	4	Enhanced knowledge for the delegates involved in the QCPR General Assembly Process **(New!)**	(i) List of participants and amount that sign in into the online platform (Evaluation forms responses)[24]	Report/LOP	400	421	🟢	Training delivered to 400 beneficiaries,	400	421	🟢		
			(ii) Percentage of participants replying they have increased their awareness of the United Nations Resolution for the QCPR and its process	Survey/Questionnaire	70 per cent	78 per cent	🟢						
NYO	4	Increased awareness of the United Nations Resolution for the QCPR **(New!)**	(i) List of participants and amount that sign in into the online platform (Evaluation forms responses)	Report/LOP	400	421	🟢	Training delivered to 400 beneficiaries,	400	421	🟢		

[24] The first outcome indicators for the result areas "Enhanced knowledge for the delegates involved in the QCPR General Assembly Process" and "List of participants and amount that sign in into the online platform (Evaluation forms responses)" are the same and also contains the same targets since both measure performance of the same event.

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Percentage of participants replying they have increased their awareness of the United Nations Resolution for the QCPR and its process	Survey/Questionnaire	70 per cent	76 per cent	🟢						
Multilateral Diplomacy Programme Unit (MDP)	4	Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and other organs of the United Nations	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Survey/Questionnaire	75 per cent	80 per cent	🟢	Training delivered to 500 beneficiaries	500	500	🟢		
MDP	4	Raised awareness on the SDGs, its relationship with the private sector, meeting the	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their	Survey/Questionnaire	75 per cent	78 per cent	🟢	Training delivered to 50 beneficiaries	50	500	🟢		

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		Goals and targets, harmonization between institutions and monitoring and evaluation of the Goals	knowledge has increased on the subject matter										
MDP	4	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment	(i) Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Survey/Questionnaire	75 per cent	84 per cent	🟢	Training delivered to 300 beneficiaries	300	300	🟢		
MDP	16	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making	(i) Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Survey/Questionnaire	75 per cent	85 per cent	🟢	Training delivered to 1,500 beneficiaries	1,500	1,500	🟢		

Programme	Alignment to primary SDG	Result Area	Results					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		and multilateral conferences											
MDP	4	Strengthened knowledge, skills, and awareness of delegates in response to specific request from permanent missions **(New!)**	(i) Percentage of respondents agreeing or strongly agreeing that knowledge, skills, and awareness have increased on the subject matter	Survey/Questionnaire	75 per cent	84 per cent	🟢	Training delivered to 1,000 beneficiaries	1,000	1,000	🟢		

Unplanned programming and results

No unplanned results reported.

Overall assessment and lessons learned
- The EMS can sometimes be not very user friendly for the users as well as accessing the online learning platform.
- Short sessions retain audience attention better and participants enjoy breakout rooms and other interactive aspects of the training.
- The Programme "Science Diplomacy and Informed Decision-Making during our Global Pandemic" was both timely and organized ad-hoc. For future current events, similar trainings can be envisioned.

Special attention to LNOB

None reported.

Special attention to GEEW
- Training content developed with attention to SDG 5.

Strategic Objective 3.1

SO3. Planet, environmental protection and restoration, and climate change	3.1 Foster a green, low carbon and climate resilient transition

Enhancing individual and institutional, legal and technical capacities to adapt to climate change is essential, as is supporting the transition to greater resource efficiency, low carbon growth, responsible consumption and production, based on circular economy principles. Under this subobjective, UNITAR continued to work with various partners, including a broad spectrum of UN entities and national educational institutions to design, develop and implement learning strategies as a pathway to achieving green, low-carbon and climate resilient development. UNITAR focused on developing both foundational knowledge and applied skills in the analysis of climate vulnerabilities and risks, the identification and prioritization of response measures and in the design and implementation of strategies to promote green growth and climate change resilience.

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Green Development and Climate Change Programme Unit (GCP)	13	Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementati	(i) Number of countries with climate change learning strategies in place and under implementation	Other	14	14	🟢	Training delivered to 110 beneficiaries	110	NM	⚫		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		on at country level											
GCP	13	Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	(i) Number of new or fully upgraded climate change learning products	Other	14	15	🟢	Training delivered to 110 beneficiaries	110	260,156	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
GCP	8	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	Report/LOP	8	8	🟢	Technical advice and grants provided to national or regional training institutions, Online courses designed and delivered in collaboration with key PAGE partners, Virtual and face to face learning network events provided	Technical advice and grants provided to national or regional training institutions, Online courses designed and delivered in collaboration with key PAGE partners, Virtual and face to face learning network events provided	Technical advice provided for learning assessments provided in four additional countries (Indonesia, Mato Grosso, Barbados and Uruguay)	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(ii) Number of training modules endorsed by the international PAGE partnership	Report/LOP	7	8	🟢	Training delivered to 74,000 beneficiaries (on basis of an estimated 185,000 enrolments and 210,950 registrations on the UN CC:Learn LMS (for PAGE and UN CC:Learn)	74,000	74,723	🟢		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Number of training institutions participating in a green economy learning network	NM	103	NM	●						
Office of the Executive Director - Programmes	13	Strategic Framework Fund to be allocated	To be specified		To be specified			To be specified					

Unplanned programming and results

- In light of the COVID-19 pandemic, UNITAR (under PAGE) designed and developed a series of global learning actions in support of a green recovery. The aim was to provide a maximum number of individuals with the knowledge and skills needed to engage in an informed policy debate on how to "build back better".
- A global campaign was launched to promote the complete suite of PAGE online courses as a package (on The Economist and LinkedIn). In addition, UNITAR started exploring new territory through a monthly PAGE podcast series "The Green Renaissance" that is addressing key policy questions and issues central to the green recovery debate.
- UNITAR introduced a new approach to PAGE's global capacity development work, moving beyond the development of individual courses. Instead, we are capitalizing on the existing set of products, engage with our growing alumni community (approx. 74,000 learners), connect with relevant thematic networks, and evaluate impact more systematically.

Overall assessment and lessons learned

- Positive independent evaluation of the UN CC:Learn 2017-2020 implementation phase (undertaken in 2020), including lessons learned and recommendations for future work.

Specific attention on LNOB

- Strategic direction for the UN CC:Learn 2017-2020 implementation phase considered LNOB principle.
- E-learning platform provides accessibility for persons with disabilities.
- PAGE's work is increasingly focusing on a just transition, i.e., ensure that the substantial benefits of a green economy are shared widely, while also supporting those who stand to lose economically. This approach has been reflected in UNITAR's learning products at national and global levels.

Specific attention to GEEW

- Strategic direction for the UN CC:Learn 2017-2020 implementation phase incorporate GEEW considerations.
- One course on gender and environment in English, French and Spanish; and one course on gender equality and human rights in climate action and renewable energy.

Strategic Objective 3.2

SO3. Planet, environmental protection and restoration, and climate change	3.2 Strengthen the sound and sustainable management of chemicals and waste

UNITAR continued support to increase legal, technical and infrastructure capacities of governments and other relevant stakeholders to implement chemicals and waste conventions, global agreements and systems. This was critical in the period 2020-2021 as the international community negotiated a new framework for the sound management of chemicals beyond 2020.

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Chemicals and Waste Management Programme Unit (CWM)	12	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management	(i) Number of multi-stakeholder coordination mechanisms in place	Other	1	1	🟢	Training delivered to 150 beneficiaries	150	NM	⚫		
			(ii) Number of national chemicals legislation/policies drafted **(RD)**	Other	4	5	🟢						

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
CWM	12	Increased access to and awareness of key tools to improve national capacity for sound chemicals management	(i) Percentage of policy maker/stakeholder respondents affirming that access has increased via the IOMC Toolbox **(RD)**	Other	30	100	🟢	Training delivered to 500 beneficiaries/stakeholders	500	NM	⚫		
			(ii) Percentage of policy maker/stakeholder respondents affirming that awareness has increased via the IOMC Toolbox **(RD)**	Other	30	100	🟢						

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Number of e-learning modules addressing chemicals **(RD)**	Other	9	26	🟢						
CWM	12	Improved national capacities to implement chemicals and waste management conventions, including capacity to reduce POPs, and capacity to mobilize financial resources	(i) Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements **(RD)**	Other	5	3	🟠	Training delivered to 150 stakeholders	150	NM	⚫		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
CWM, GCP	12	Improved capacities to reduce adverse effects of mercury on human health and the environment	(i) Number of countries having identified priority actions for implementation of the Minamata Convention for the Minamata Convention	Other	4	0	🔴	Training delivered to 200 beneficiaries/ stakeholders	200	NM	⚫		
			(ii) Number of countries that have finalized the Minamata Initial Assessments under the GEF Framework	Other	4	4	🟢						

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Number of mercury inventory reviews and training events done in close cooperation with Basel/Stockholm Regional Centres	Other	0	2	🟢	Two guidance documents produced	2	6	🟢		
			(iv) Number of countries that have initiated the development of National Action Plans for Artisan Small Scale Gold Mining	Other	4	2	🔴						
CWM	12	Improved monitoring of chemical transfers and emissions to	(i) Number of guidance documents produced	Other	4	5	🟢	Training delivered to 50 beneficiaries/ stakeholders	50	NM	⚫		

Programme	Alignment with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		air, water, and land						Two guidance documents produced	2	5	🟢		

Unplanned programming and results

- Through the stakeholder coordination, a national chemicals and waste strategy was produced with Ghana. Support and reviews provided to Paraguay (PCBs), Ethiopia (PCBs), Ghana (GHS law) and Kiribati (Environment Act).
- Strike Project: 2 trainings and 7 webinars. In total, 220 people attended the trainings and 278 attended the webinars.

Overall assessment and lessons learned

Not reported.

Special attention to LNOB

None reported.

Special attention to GEEW

None reported.

Strategic Objective 3.3

SO3. Planet, environmental protection and restoration, and climate change	Improve the conservation and sustainable use of natural resources

Activities under this sub-objective focused on the enhancement of capacities of key stakeholders to contribute to the implementation of internationally agreed environmental obligations. New programming included renewable energy and cooperation in the production and management of clean energy technology; legal, technical and other capacities for legal frameworks pertaining to oceans and seas; and ecosystem-based approaches to protect marine and coastal ecosystems.

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Green Development and Climate Change Programme Unit (GCP)	14	Enhanced knowledge of stakeholders from selected countries, including SIDS, to manage and protect marine and coastal ecosystems to achieve sustainable management	(i) Number of new collaborations	Report/LOP	10	0	🔴	Knowledge Translation Platform on Ocean Governance established)	Knowledge Translation Platform on Ocean Governance established)	Functioning version of the platform has been established.	🟢		

		of oceans **(New!)**										

Unplanned programming and results
- The project was affected by the Brexit with all activities significantly reduced during 2021.

Overall assessment and lessons learned
No overall assessment or lessons learned reported.

Special attention to Leave No One Behind
- The project focuses on engaging with indigenous and local knowledge of the oceans.

Special attention to GEEW
- Women are target audience in the project.

Strategic Objective 4.1

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

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

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
D-NCD	17	Long-term sustainable financing models for NCD programming established in low-resource countries **(New!)**	(i) US$ mobilised for NCD programming	Report/LOP	US$ 5 million	More than US$5 million	🟢	Increased financing for NCDs in support of National Costed Action Plans and The Defeat-NCD Partnership Strategy	Increased financing for NCDs in support of National Costed Action Plans and The Defeat-NCD Partnership Strategy	Increased financing for NCDs in support of National Costed Action Plans and The Defeat-NCD Partnership Strategy	🟢	+	

Programme	Alignement with primary SDG	Result Area	Result						Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
HO	8	Enhanced knowledge and skills to mainstream gender equality and women's empowerment into government policy **(New!)**	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey/Questionnaire	77 percent	100 per cent	🟢	Training delivered to 60 beneficiaries	60	278	🟢	⚧	+
HO	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (South Sudan)	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey/Questionnaire	70 per cent	86 per cent	🟢	Training delivered to 25 beneficiaries, and action plans developed.	25	114	🟢		+
HO	8	Enhanced transferable skills of youth, including entrepreneurial skills,	(i) Percentage of beneficiary respondents conforming having met learning	Survey/Questionnaire	70 per cent	85 per cent	🟢	Training delivered to 200 beneficiaries and start-up plans developed	200	186	🟢		+

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		knowledge and attitudes (Iraq)	objectives mostly or fully										
HO	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Horn of Africa)	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey/Questionnaire	70 per cent	85 per cent	🟢	Training delivered to 80 beneficiaries and start-up plans developed	80	182	🟢	＋	
HO	8	Strengthened knowledge and skills for improved governance and decentralisation in Afghanistan (Horn of Africa)	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Survey/Questionnaire	70 per cent	83 per cent	🟢	Training delivered to 25 beneficiaries	25	64	🟢	＋	
Green Development and Climate	3	Increased awareness of creative economy	(i) Percentage of beneficiary respondents confirming	NF	85 per cent	NF	⬭	Training delivered to 20,000	20,000	NF	⬭		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Change Programme Unit (GCP)		and of its potential for socio-economic development **(New!)**	having met learning objectives mostly or fully					beneficiaries					
GCP	2	Increase awareness, create knowledge and skills of various societal stakeholders to develop and implement measures that decrease food waste **(New!)**	(i) Number of stakeholders trained	NF	1000	NF	◯	Training delivered to 1,000 beneficiaries	1,000	NF	◯		
Nigeria Project Office (NPO)		Enhanced transferable skills of youth, including entrepreneurial skills, knowledge	(i) Percentage of youth attending learning events who confirm learning objectives	NF	70 per cent	NF	◯	Conference organised to 100	100	NF	◯		+

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		and attitudes **(New!)**	were mostly of fully met										
Public Finance and Trade Programme (PFTP)	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme)	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	NA	70 per cent	NA	◯	Training delivered to 500 beneficiaries	500	NA	◯		+
PFTP	4	Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies, including e-Learning	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning	NF	70 per cent	NF	◯	Training delivered to 50 beneficiaries	50	NF	◯	⚧	+

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		and reaching out to female officials who will not otherwise have access to learning opportunities (Master's Programme)	methodologies										
PFTP	8	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and anti-corruption,	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Test results	70 per cent	94 per cent	🟢	Training delivered to 80 beneficiaries	80	118	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development (SFF Africa Trade Finance)											
PFTP	4	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning	Test results	70 per cent	93 per cent	🟢	Training delivered to 50 beneficiaries	50	53	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		fostering innovation (Certificate Programme) **(New!)**	methodologies										
PFTP	5	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (SFF Frontier Technologies)	(i) Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Test results	70 per cent	92 per cent	🟢	Training delivered to 50 beneficiaries	50	55	🟢	⚥	+
PFTP	8	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Test results	70 per cent	93 per cent	🟢	Training delivered to 50 beneficiaries	50	51	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		fostering innovation (RU)											
PFTP	4	Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies, including e-Learning and reaching out to female officials who will not otherwise have access to learning opportunities (Financial Literacy) **(New!) (GEEW)**	(i) Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Test results	70 per cent	97 per cent	🟢	Training delivered to 50 beneficiaries	50	54	🟢	⚥	✛

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
PFTP	2	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt managemen t and prudent financial managemen t, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue managemen	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Test results	70 per cent	98 per cent	🟢	Training delivered to 50 beneficiarie s	50	149	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		t with a view to securing adequate financing for development (FAO e-Learning)											
PFTP	17	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and anti-corruption, affordable financial services,	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Test results	70 per cent	89 per cent	🟢	Training delivered to 100 (50 for 2020; 50 for 2021) beneficiaries	100	390	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		innovative sources of financing, and prudent tax and revenue managemen t with a view to securing adequate financing for development (PFTP e-Learning courses)											
PFTP	8	Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt managemen t and prudent financial	(i) Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Test results	70 per cent	94 per cent	🟢	Training delivered to 100 beneficiarie s	100	865	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		management, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development (AGFUND)											
PFTP	2	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the	(i) Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Test results	70 per cent	98 per cent	🟢	Training delivered to 50 beneficiaries	50	55	🟢		

Programme	Alignement with primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		national level with an aim to fostering innovation (TFSN)											
Office of the Executive Director - Programmes	--	Strategic Framework Fund to be allocated	To be specified		To be specified			To be specified					

Unplanned programming and results
- Two additional fund proposals were submitted.
- The shift from in-person training to online training allowed to include more participants reaching four times the participants compared to the 2019 cycle.
- Recommendations from participants allowed UNITAR and FAO to consider future activities.
- UNITAR's ability to deliver online training allowed UNITAR to gain the partner's trust in our trainings and we received opportunities to develop more projects with them.
- The shift of face-to-face to online training, strengthened UNITAR's capacity to deploy appropriate online tools for specific learning needs.

Overall assessment and lessons learned
- The additional expected funding did not materialise pending UNITAR's pillar assessment by the European Commission.
- The shift to online training required participants to learn key online learning skills liken accessing the platform well, successfully completing and submitting assignments. We adapted to this need and designed easy to understand learning material before they commenced training to ensure they are comfortable navigating the platform and have to support networks for further assistance. For training content, we aim to undertake a detailed pre-training assessment in the region with the targeted participants to ensure the programme is well aligned with their existing awareness and background and successfully fills the gaps in their knowledge.
- Key elements of the programme included engaging live webinars, constant support from the national coaches, as well as the provision of internet bundles, complemented each other well and helped create a successful programme.
- National and regional coaches as well as mentors from Afghanistan, Iraq, and South Sudan were invaluable in contextualizing the programme's focus areas to Iraq. They provided local relevant examples and shared insights from their individual experiences in implementing their own programmes and projects in the region. This helped learners better understand as well as identify potential challenges and how to best overcome them, from a multistakeholder lens.
- The in-person setting brings with a strong sense of connection which participants feared would not be experience in a virtual setting. We actively worked to help them overcome this perception by closely following up and staying connected through various platforms they were comfortable using. We enabled chatbots in our learning

platform, developed discussion forums for sharing any course related difficulties they would like to share, and incorporated participation on such forums into our post lesson completion activities. This proved to have a positive impact since after few days of programme launch, we were able to view active engagement amongst participants and in a few weeks, peer support and peer reviewing became a norm and not an exception in the programme.

- Internet provision is crucial for this kind of training programme because internet data in these countries are a barrier to accessing the online training programme.
- Stable internet connectivity has been a key challenge for many in the region. The lack of stable connectivity was a cause of concern for many participants. However, our learning platform with its ability to support robust offline learning and completing of assignments and exercises helped our participants feel confident and assured that their learning will not be stopped indefinitely due to low or no internet connection. Recordings of all online sessions were also made available on the platform for all to access when they had stable internet.
- The beneficiaries appreciated the action plans integrated into the training which helped them contextualize the challenges on the ground and apply their knowledge.
- There is an emerging demand for knowledge on frontier technologies and its impact on everyday life. We are actively growing our offerings on trainings and programmes that meet this need by engaging with topic experts and other organisations.
- Those courses that are provided free of charge (funded by donors and free to the participants) always generate large demand since there are many who wish to learn and skill themselves but lack key resources. This gives them an opportunity to gain key knowledge skills which will benefit themselves and their communities.
- Participants appreciated the peer-to-peer discussions and access to regional and international experts. In spite of on-going geopolitics, UNITAR and FAO were able to provide a neutral space to share policy-related challenges and discuss how other countries are addressing those challenges. Accordingly, such insights and practical knowledge could not be accessed from other sources.
- Beneficiaries and the donor appreciated the learning innovation done by UNITAR. The partnership continues to grow with focus accredited programmes for beneficiaries from developing countries.

Specific attention to LNOB
- Equal access to care is a center piece of costed action plans and all projects resulting from that.
- Participants were selected from diverse backgrounds and regions within the country.
- During the online training, a key challenge participants face was access to stable internet connectivity. It was integral to have trainings accessible to participants when they were facing low or no internet connection for a long duration. Thus, our learning platform is not only mobile-first, making It very suitable for smartphone-based learning, but also has a strong offline learning option, wherein the lessons can be downloaded, and assignments/exercises/quizzes completed offline as well, which automatically gets updated when internet connectivity resumes.
- After the application cycle ended, we identified that we received more applications from regions where there was stronger economic growth over the others. In order to include more people from the region, and provide an equal opportunity to all, we closely worked with local community members identified through professional and personal networks.
- The programme aimed to strengthen finance and trade resilience to global pandemics and health emergencies in Sub-Saharan Africa.
- The training focused on the needs of Afghanistan and Iraq.
- The training was intended primarily for Sub-Saharan Africa and the Middle East with case studies and group projects with peer-review focusing on the challenges of the region.

Special attention to GEEW
- The project is focused on building the capacity of government officials to mainstreaming gender in all government projects and activities. This will enable creation of a more inclusive approach from bottom-top as much as top-bottom in the region.
- The programme directly supports SDG 5, as well as the holistic and integrated nature of the 2030 Agenda as gender is mainstreamed across all goals. Women are key participants of this programme.

- UNITAR worked on identifying local networks and included alumni from earlier programmes to spread awareness of the programme. This helped in overcoming the challenge in reaching out to qualified women and we aim to continue strengthening our local networks for higher participation of women in upcoming projects.
- Gender balance was a key criterion when selecting participants. UNITAR developed robust network of alumni from its earlier programmes and worked with them to spread programme awareness. By providing them roles as coaches and mentors in programmes, we have had a strong local presence that helps spread programme awareness and encourage local community members to apply for programmes.
- Gender balance was integral to the programme. To ensure the most vulnerable were able to gain key knowledge for growing their entrepreneurial skills, we were focused on spreading programme awareness to women. Use of local networks played an integral role and with participants wanting their women family members and women friends to apply for the next cycle, there is potential for the programme to include larger number of women and impact communities.
- This training was designed primarily to support women in Afghanistan and Iraq.
- To enable participants to build future gender focused plans at various strategic levels, selection of qualified women was an essential part of the programme's selection criteria.
- Reaching out to female officers has been a key focus of the programme and by encouraging qualified women to participate in the training, there is strong potential for more women to benefit.
- Women play an integral role in financial management but lack access to strategic resources and trainings that enable them to maintain better financial health for themselves and others in their community. To enable the sharing of innovative and local contextualised solutions for various programme topics, selection of qualified women is central in the programme's selection criteria.
- Women are integral to managing a healthy financial system. To enable innovative and local contextualised solutions for poverty reduction, anti-corruption, and prudent financial management - selection of qualified women is central in the programme's selection criteria.
- Women play a key role in encouraging trade and innovation practices. The inclusion of qualified women was an integral part of the selection criteria of the programme.

Strategic Objective 5.1

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

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
The Defeat-NCD Partnership (Defeat-NCD)	9	Optimized use of technologies for better decision making	(i) Number of health innovators partnered with to reduce cost, and increase coverage, of NCD services in communities through technological innovation	NF	2	NF	◯	Conduct an analysis of health innovations, and establish formal partnerships for ongoing engagement in NCD programming	One analysis of health innovations, and establish formal partnerships for ongoing engagement in NCD programming	NF	◯		
United Nations Satellite Centre (UNOSAT)	16	Improved decision making through enhanced analyses	(i) Percentage of requests for support met	Internal Unit Monitoring Data	100 per cent	100 per cent	●	Satellite imagery-based analyses.	Satellite imagery-based analyses.	642	●		

Program me	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		and maps routinely available to support decision making processes related to human security and human rights issues											
UNOSAT	9	Improved routine access by international humanitarian community and Member States to high-quality satellite imagery analysis for senior level decision making and operational coordination & response	(i) Percentage of requests supported	Internal Unit Monitoring Data	100 per cent	100 per cent	🟢	Minimum of 10 activations per year	10	107 (60 in 2020, 47 in 2021)	🟢		

Program me	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		in the field **(RD)**											
UNOSAT	13	Enhanced evidence-based decision making in Fiji, Solomon Islands, and Vanuatu by using CommonSensing solutions for DRR and CCA	(i) Number of government ministries in Fiji, Solomon Islands, and Vanuatu using CommonSensing solutions to inform policy and decision making	Internal Unit Monitoring Data	4 per country	NM	●	Provision of tools and data together with technical backstopping.	Provision of tools and data together with technical backstopping	313 backstopping request	●		+
UNOSAT	13	Strengthened knowledge and skills in Fiji, Solomon Islands, and Vanuatu on geo-information technologies (GIT) for DRR and CCA	(i) Percentage of technical staff from government ministries in Fiji, Solomon Islands, and Vanuatu who achieve "high" or "moderate" levels of	Survey/Questionnaire	100 per cent	94 per cent	●	Training provided to 180 beneficiaries and technical backstopping,	180	405	●		+

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			competency in utilizing GIT for DRR and CCA increased										
UNOSAT	11	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 **(New!)**	(i) Percentage of beneficiaries using skills in national or regional context	Survey/Questionnaire	80 per cent	78 per cent	🟢	Development and provision of a flood forecasting chain	One flood forecasting chain	One flood forecasting chain	🟢		
								Training delivered to 40 beneficiaries	40	701	🟢		
Office of the Executive Director - Programmes	17	Strategic Framework Fund to be allocated **(New!)**	To be specified		To be specified			To be specified					

Unplanned programming and results

- Initially, a formal objective assessment was not planned. Quizzes would be administered, but they were not graded. After formally including one in a training, its merits were seen.
- Due to the covid-19 pandemic a lot of trainings had to be shifted from face-to-face to blended or entirely online. This has been an interesting experience for trainers and beneficiaries alike, who are becoming accustomed to this style of learning. Overall, this approach has meant more time is needed to convert training material to be digital, but it has been beneficial financially and environmentally due to the inability to travel.

Overall assessment and lessons learned

- Not all requests are eligible to be fulfilled through satellite imagery, thus this result area has been revised for the next biennium. As mapping and geospatial analysis related targets are continually surpassed, these will be increased.
- The provision of tailored on-demand products was key to the project and was much appreciated by stakeholders.
- The main lesson learned from this project was the need to implement objective assessments to see the true learning outcome of the trainings.
- Having live training sessions with staff or a counterpart in country to facilitate the training removes the distance between trainers and stakeholders. Pre-recording certain training videos ahead of time to play (during live sessions) is a reliable method to ensure presentations go on in case of internet connectivity issues.

Special attention to LNOB

- Mapping analysis for human security and human rights regularly focuses on countries in conflict or complex emergencies. This activity upholds the UN's principle of operating on a human rights-based approach.
- Mapping activities for humanitarian purposes focused on assisting member states following emergencies such as natural hazards. This supports the "shocks and fragility" principle within LNOB.
- The project targets Pacific SIDS, of which two were LDCs so it therefore focuses on countries in special situations.
- Trainings have involved LDCs and focus on countries in special situations.

Special attention to GEEW

- Gender balance was sought for each event and was achieved for some trainings.
- The Guyana project had a special focus on gender to ensure women were empowered in the utilization of GIT.

Strategic Objective 5.2

SO5. Support the indivisible and integrated nature of the 2030 Agenda	5.2 Support coherence and evidenced-based policies of the 2030 Agenda
The 2030 Agenda requires all countries and stakeholders to work together to implement the SDGs and it is crucial to increase the awareness and understanding of Goals and targets amongst various constituencies. Moreover, capacities of Member States and key partners for implementing and monitoring progress on the 2030 Agenda have been strengthened, with emphasis on enhancing the capacities of countries in special situations in promoting coherent and evidence-based policies and in improving the multi-stakeholder engagement at the national level.	

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
Agenda 2030 Programme Unit (Agenda 2030)	17	Strengthened capacities of pilot countries to adjust systems for integrated and coheren	(i) Share of the pilot countries that apply the acquired knowledge or elements of the proposed methodologies on policy coherence to adjust national systems	Survey/Questionnaire	50 per cent or more	NM	●	2-3 national pilot countries received tailored support to apply a comprehensive approach for policy coherence in support of the SDGs	3	3	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		t policy design and implementation and to promote more inclusive and agile institutions	(ii) Share of training participants confirming their knowledge and skills for integrated and coherent policy design have increased	Survey/Questionnaire	70 per cent or more	90 per cent	🟢	150 stakeholders completed advanced training on policy coherence	150	2,076	🟢		
Agenda 2030	17	Strengthened capacities of countries to close data gaps through better planning and partnerships and to	(i) Share of beneficiary countries using data tools	Survey/Questionnaire	30 per cent or more	NM	⚫	30 country stakeholders trained on data tools via webinars and other distant learning modes	30	192	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		leverage data analysis to inform decision-making and reporting on the SDGs	(ii) Share of trained participants having improved their data analysis skills relevant for SDGs	Survey/Questionnaire	70 per cent or more	NF	◯	100 stakeholders trained on data analysis for the SDGs.	100	NF	◯		
								Upgraded StaTact - short-term statistical planning tool - including updated and new functionalities making it more user friendly	Upgraded StaTact - short-term statistical planning tool - including updated and new functionalities making it more user friendly	Tool updated. New app and external website.	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			(iii) Share of polled data tool and product users indicating they find them useful and effective for addressing their priority data gaps related to monitoring SDGs	Survey/Questionnaire	30 per cent or more	NM	●	50 stakeholders trained to strengthen the availability of quality and timely data for SDGs.	50	176	🟢		
			(iv) Share of polled data producers, users and other stakeholders indicating their awareness of specific opportunities,	Survey/Questionnaire	70 per cent or more	NM	●	100 stakeholders trained to strengthen the availability of quality and timely data for SDGs.	100	355	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
			limitations and quality requirements to leverage citizen-generated data has increased. **(New!)**					A study completed to provide basis for a set of recommendations to encourage citizen-generated data use for SDG monitoring and decision-making.	1	2	🟢		
Agenda 2030	17	Well matched learning needs of individuals and organizations on SDGs ensuring	(i) Share of polled UN SDG:Learn users evaluating the match as good or very good	Survey/Questionnaire	70 per cent or more	85 per cent	🟢	1 well promoted UN SDG:Learn Platform with a range of services enabling users to identify best learning solutions and build	1 platform	7 new functionalities as part of the Learning Pathways interface incl. self-assessments	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		effective SDG learning resulting in behavioural change.						learning paths.		and curated learning environment			
			(ii) Share of polled learners/respondents who believe they are better positioned to develop or implement coherent policies and policies aimed at ensuring leaving no one behind (LNOB)	Survey/Questionnaire	70 per cent or more	70 per cent	🟢	Vibrant UN SDG:Learn Partnership with active contributions from a core group and new members.	Vibrant UN SDG:Learn Partnership with active contributions from a core group and new members.	Vibrant UN SDG:Learn Partnership with active contributions from a core group and new members.	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								A set of new microlearning and e-learning products on SDGs.	New microlearning and e-learning products on SDGs.	19	🟢		
			(iii) Share of polled users indicating the platform helped them identify most suitable product in a quick way	Survey/Questionnaire	70 per cent or more	80 per cent	🟢	The UN SDG:Learn Platform improved and new features developed.	The UN SDG:Learn Platform improved and new features developed.	Improved functionalities on taxonomies and back office management	🟢		
								Roadmap on other features to be developed agreed by the partners	Roadmap on other features to be developed agreed by the partners	Annual roadmaps developed	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
								1 special landing page launched on UN SDG:Learn with focus on statistics.	1	1	🟢		
			(iv) Percentage of polled participants of the new e–learning offer on policy coherence and LNOB agreeing or strongly agreeing that their awareness of these issues has increased	Survey/Questionnaire	70 per cent or more	96 per cent	🟢	Not defined	Not defined	1,867	⚪		
Agenda 2030	4	Increased awareness by the general public on the significance and	(i) Share of learning participants confirming their awareness of the 2030 Agenda and SDGs has increased	Survey/Questionnaire	70 per cent or more	98 per cent	🟢	2 new partnerships developed with educational and private sector institutions	2	2	🟢		

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		contents of Agenda 2030											
Agenda 2030	4	Strengthened capacities of the private sector institutions to contribute to the implementation of the SDGs	(i) Share of learning participants from new target audiences confirming their skills to align their activities with the SDGs have been strengthened	Survey/Questionnaire	70 per cent or more	NF	◯	1 new course developed for the private sector mid-level and senior management	1	NF	◯		
								1 SDG Primer for Business developed	1	NF	◯		
								30 private sector stakeholders trained in pilot course	30	NF	◯		
Office of the Executive Director - Programmes	17	Strategic Framework Fund to	To be specified		To be specified			To be specified					

Programme	Alignment to primary SDG	Result Area	Result					Outputs				GEEW	LNOB
			Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating		
		be allocated											

Unplanned programming and results
- Four unplanned reports were produced: 2 for Cyprus, 1 for Mauritius, and 1 for Seychelles.
- Significantly higher number of participants had been trained, in particular on INFFs, due to a transition to the online workshops mode and partnership with Regional Commissions, UNDP and UNDESA. A new module on LNOB has been developed to complement stakeholder engagement e-course.
- Work has been initiated on a set of microlearning video on EO data as part of the UN Bog Data WG work on the training curriculum on new data sources.
- 1 new e-course developed on environmental SDG indicators, 8 new microlearning on data developed jointly with UNSD, 1 academic publication dedicated to the data competencies of policy makers in SJ of IAOS, UNITAR chaired Task Team on statistical literacy of Global Network of Institutes of Statistical Training.
- Policy briefs and a national pilot have been initiated end of 2021 to support on the use of citizen science data for the production of 2 environmental SDG indicators.
- Set-up of various social media channels used to promote the Platform and its content.
- A Practice Guide on Stakeholder Engagement published jointly with UNDESA in English, French, and Spanish.
- Mapping of learning providers on SDGs for businesses undertaken.

Overall assessment and lessons learned
- Against the backdrop of COVID-19, the relevance of integrated planning addressing short term and long-term needs has further increased. Strengthening capacities in integrated financing has become an important issue for many UN Member States.
- This area of work has been delayed to ensure that a one UN approach to this work whereby UNITAR had waited for UN Big Data Working Group to decide on the scope of the training curriculum with the use of new data sources to which it will contribute and then select the focus for its course that would be complementary to the above work.
- It may be helpful to make the app available in other languages, in particular Spanish, with a lot of interest from Latin American and Caribbean countries.
- There is demand for having current learning offer made available in other languages. Course for data users (policy makers) has promoted a lot of interest.
- The interest in this work from the official statistics community has considerably increased over the past 2 years.
- As a result of the COVID-19 pandemic, a lot of new e-courses had been developed to translate the work of UN Secretariat into capacity building.
- This page has provided a useful example about usefulness of developing other professional communities' pages.

Special attention to LNOB
- In all pilot countries, work on long term development planning aims to promote policy coherence including greater environmental sustainability and social inclusion.

- Stakeholder engagement course includes a new module on LNOB.
- Budgeting for SDGs touches upon the role of budgeting in promoting equity-based approaches.
- One microlearning focuses specifically on human rights-based approach to data and other cover other related data issues.
- The project addressed LNOB through the potential of citizen science data to provide more granular information on the needs of vulnerable groups and incorporates principles of human rights-based approach in the proposed quality assurance framework.
- GEAR cycle 2 was dedicated specifically to the nexus between gender and climate resilience.
- The curated learning contains only free courses which are also prioritized on the main version of the platform.
- Several products focus on LNOB and human rights-based approach to data.

Special attention to GEEW
- Gender is considered as part of the SDGs in all 3 countries. A separate emphasis has been placed on gender in 1 of the 3 pilot countries.
- Gender is addressed as one of the issues in the stakeholder engagement course.

Functional Objective 1

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

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

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Office of the Executive Director (OED)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate result	(i) Percentage of corporate key performance indicators achieved within 80 per cent of target	Internal Monitoring data	80 per cent	89 per cent	🟢	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	Key performance indicators formulated and monitored to promote the implementation of strategic priorities	🟢
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	(i) Percentage of Board of Trustees recommendations implemented within specified timeline	Internal Monitoring Data	80 per cent	82 per cent	🟢	Reports produced of the Board of Trustees and subsidiary body sessions	Reports produced of the Board of Trustees and subsidiary body sessions	2	🟢
							Reports of regular management meetings Internal policies developed and application	Reports of regular management meetings	Internal policies developed and application effectively monitored	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
							effectively monitored			
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	(i) Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	Other	100 per cent	81 per cent	🟡	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations	Development/revision and implementation of policies and related actions to implement Board decisions/ recommendations	🟢

Unplanned programming and results

No unplanned programming and results reported

Overall assessment and lessons learned

Not assessment or lessons learned provided.

Functional Objective 2.1

FO2. Strengthen programming for results	2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results
Delivering effective, efficient and sustainable results in an increasingly resource constrained and competitive environment requires policies, practices and systems to be in place to ensure accountability and organizational learning. Since 2010, the Institute has developed an integrated results-based management system with a monitoring and evaluation policy framework at its core. While systems and policies are in place for effective planning, monitoring, evaluation and performance reporting, promoting a results-based culture across the Institute where practices for strong accountability and organizational learning are given the right balance of attention is still in progress. During the 2020-2021 budget cycle, the Institute continued to work towards addressing this imperative under the leadership of the Planning, Performance Monitoring and Evaluation Unit.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Planning, Performance Monitoring and Evaluation Unit (PPME)	Improved accountability in delivering results	(i) Percentage of donor funded project documents having logical frameworks or other results formulations with indicators / performance measures	Internal Monitoring Data	90 per cent	40 per cent	🔴	Provision of methodological guidance and review of project documents and other results frameworks (e.g., annual work plans and results-based budgets)	Provision of methodological guidance and review of project documents and other results frameworks (e.g., annual work plans and results-based budgets)	Provision of methodological guidance and review of project documents and other results frameworks (e.g., annual work plans and results-based budgets)	🟢
							Awareness raising / training delivered to UNITAR staff on results-based management/ results formulation/theory of change/log frame	Awareness raising / training delivered to UNITAR staff on results-based management/ results	Awareness raising / training delivered to UNITAR staff on results-based management/ results	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
								formulation/theory of change/log frame	formulation/theory of change/log frame	
							Two corporate results reports (2019 and 2020)	2	2	🟢
							One Programme Performance Report (2018-2019)	1	1	🟢
							Draft report of the Secretary-General on UNITAR (2021)	1	1	🟢
		(ii) Percentage of donor funded	Internal Monitoring Data	75 per cent	23 per cent	🔴	Entity Risk Management Framework monitored	Entity Risk Management Framework monitored	Entity Risk Management Framework monitored	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
		project documents having SDG alignment **(new)**								
PPME	Strengthened self-evaluation function	(i) Percentage of eligible learning-related events in which intermediate (learning outcomes) are assessed/evaluated	Internal Monitoring Data	90 per cent	69 per cent	🔴	Methodological guidance provided through job aides, templates and coaching	Methodological guidance provided through job aides, templates and coaching	Methodological guidance provided through job aides, templates and coaching	🟢
		(ii) Percentage of project completion evaluation reports that include findings, conclusions, recommendations	Internal Monitoring Data	80 per cent	53 per cent	🔴	Meta-analysis report of self-evaluation undertakings issued	1	1	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
PPME	Strengthened independent evaluation function	(i) Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	Internal Monitoring Data	85 per cent	53 per cent	🟠	Ten independent quality assessments/reviews of programme self-evaluations	10	17	🟢
							One corporate evaluations of application of learning	1	2	🟢
							Five independent project evaluations	5	7	🟢
							One mid-term evaluation of the strategic framework	1	1	🟢
							Two independent programme/cluster evaluations	2	2	🟢
PPME	Effective knowledge integration and	(i) Percentage of manager respondents	Survey/Questionnaire	80 per cent	86 per cent	🟢	Repository developed on lesson learned One knowledge sharing	Repository developed on lesson learned One knowledge	Repository developed on lesson learned Two knowledge	🟢

Programme	Result Area	Result						Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
	organizational learning	confirming that lessons learned have been applied to future programming						forum on integrating lessons-learned for quality improvement in programming	sharing forum on integrating lessons-learned for quality improvement in programming	sharing forum on integrating lessons-learned for quality improvement in programming	

Unplanned programming and results
- An event on gender-responsive monitoring and self-evaluation and another one on excel dashboards was organized. Seven EMS training were organized.
- Financial statements and UNSWAP reports supported.
- Publication of one SDG alignment exercise and a review on UNITAR's outreach and support to countries in special situations and vulnerable groups.
- Publication of also three (1 in 2020, 2 in 2021) good practice documents and 2 (2021) guidance documents.
- Peer review on the UNITAR evaluation function (undertaken externally by the United Nations Evaluation Group).
- Revised evaluation and managing for results policies developed.
- Seventeen (4 in 2020 and 13 in 2021) impact stories published.
- One lessons learned paper published.

Overall assessment and lessons learned

While output performance was excellent, outcome performance fell short of the targets and was dependent not only on the work of the unit, but also on the work, engagement and commitment of the programmatic divisions. While over ten years old, the Institute's results-based management function continues to mature and is often challenged by the tension in resource mobilization, delivery challenges and uncertainties (e.g., COVID-19), among other factors. During the course of the biennium, UNITAR established an Evaluation Advisory Board to advise the Executive Director and unit on evaluation and broader managing for results practices. While the unit continues to fulfil its mandated independent evaluation function, it has developed tools and has engaged outreach to the programme divisions to further strengthen the culture for evaluation. An important lesson is that successful managing for results practices require input and commitment from across the Institute, and raising awareness and engagement are just as important ingredients as robust policies and systems.

Some of the outcome indicators such as inclusion of logical frameworks in project documents fell short similar to the 2018-2019 biennium. Despite efforts from PPME on the output level through the delivery of internal training on logical frameworks, provision of guidance and good practice documents, policy information sessions and one-to-one advice, it

seems challenging to influence the use of logical frameworks in project documents on an Institute-wide level. PPME is considering pointing out more champions and good practices to positively influence policy compliance, e.g. when it comes to self-evaluations in the future.

Functional Objective 2.2

FO2. Strengthen programming for results	2.2 Further strengthen the quality of UNITAR products and services
Strengthening the quality of products and services has featured among the Institute's objectives since 2010, and Management has undertaken important steps in this direction with the identification and adoption of quality standards and processes. The Institute developed its internal Quality Assurance Framework (QAF) for learning-related events in 2012, which was reviewed and revised in 2016, to validate and strengthen quality, as well as provide a platform for sharing experiences and lessons on quality review. Further strengthening learning and related services is undeniably central to positioning UNITAR among the leaders in the training and capacity development industry.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
PPME	Improved implementation know-how to align learning events with quality assurance tools	(i) Percentage of sampled Quality Assurance Framework self-assessments meeting at least 8 of 10 criteria	Other	80 per cent	NM	●	Methodological guidance provided to programmes for self-assessment against quality standards	Methodological guidance provided to programmes for self-assessment against quality standards	0	🔴
							Three 'just in time' short learning modules on quality criteria/instructional design developed and delivered	3	0	🔴

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
							Ten independent reviews performed on Quality Assurance Framework self-assessments	10	0	🔴
PPME	Endogenous learning strengthened contributing to quality improvement	(i) Percentage of quality assurance review recommendations implemented	Other	85 per cent	NM	⚫	Recommendations submitted to programmes for quality improvement	Recommendations submitted to programmes for quality improvement	0	🔴
							Knowledge-sharing on quality assurance through the organization of one inhouse forum	Knowledge-sharing on quality assurance through the organization of one inhouse forum	0	🔴

Unplanned programming and results
- One draft online training course on ADDIE developed for UNITAR professionals.

Overall assessment and lessons learned
Planned result area achievements and outputs were unmet for the biennium. The proposal to establish a Horizontal Learning Services function was not approved by the Board of Trustees in 2019. As a result, attention focused on a short-term solution proposed and the development of the online training course that would provide an intermediate-level certification for UNITAR professionals. Consequently, the Quality Assurance Committee (QAC) suspended the independent reviews of programme unit self-assessments under the Quality Assurance Framework (QAF). In so far as the QAC is a voluntary committee with members engaged in other programme and functional work, an important lesson learned is the need to balance the strategic importance of ensuring quality, with the time required for an independent review of quality by a volunteer committee with members having programmatic and functional responsibilities.

Functional Objective 3

FO3. Optimize efficiency	3.1 Optimize efficiency by leveraging programme synergies, streamlining internal operations and reducing external service costs
Quality programming and delivery of effective results require a light and efficient administrative apparatus and minimal external service costs. Over the course of the biennium, the Institute continued efforts to streamline internal operations and reduce administrative costs, while at the same time ensuring compliance with the applicable United Nations rules, regulations and procedures. The Institute aimed to achieve the expected results through the Operations Unit, comprised of the following four sections: Administration and Procurement, Budget and Finance, Human Resources and Communication and Information Technology Support.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Administration and Procurement Unit	Improved efficiency and Speed in processing procurement transactions (Revised)	(i) New web-based procurement tool	Other	COC meetings organized within 5 days following the submission	COC meetings organized within 5 days following the submission	🟢	Support provided to Committee on Contracts	Support provided to Committee on Contracts	Support provided to Committee on Contracts	🟢
				Processing of RFPs within 3 to 7 working days in accordance with the circular	All RFPs processed within 3 to 7 working days in accordance with the circular	🟢	Regular processing of procurement requests and payments	Regular processing of procurement requests and payments	Tool fully operational and used by all programmes. Focal points trained. Improved workflows.	🟢
				New web-based procurement tool will be available by 31 December'20	Web-based procurement tool launched	🟢				

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Finance and Budget Unit (FBU)	Providing enhanced tools for project management personnel (new)	(i) Number of enhanced tools designed and released into production	Other	Release of 2 enhanced, level II, dashboards/tools	Release of 2 enhanced, level II, dashboards/tools	🟢	Design criteria, test and release of production of 2 higher level/version, dynamic financial dashboards/tools on SharePoint and conduct training to project personnel to use.	Design criteria, test and release of production of 2 higher level/version, dynamic financial dashboards/tools on SharePoint and conduct training to project personnel to use.	Two tools developed and released	🟢
FBU	Increased efficiency and speed in the processing of financial transactions (new)	(i) Number of days for processing	Internal Unit Monitoring Data	Processing travel requests and disbursement of DSAs within average of 7 business days of receiving fully compliant requests/claims	6.4	🟢	Re-design workflows processes, training of unit personnel, design a system and database to track cases and following up on delays	Re-design workflows processes, training of unit personnel, design a system and database to track cases and following up on delays	Re-design workflows processes, training of unit personnel, design a system and database to track cases and following up on delays	🟢
Human Resources Unit (HRU)	Timely workforce profiling and alignment	(i) Number of processing days for issuance of	Other	At least 15 days (in accordance with circular	11.1 working days (average from sample)	🟢	Classification advices issued for each classified post	Classification advices issued for each classified post	Classification advices issued for each	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
	with corporate needs **(Revised)**	classification advice following request submission		AC/UNTAR/2019/16)					classified post	
HRU	Timely workforce profiling and alignment with corporate needs	(i) Number of processing days for contract issuance following requests submitted by programmes	Other	7 working days	5.3 working days (average from sample)	🟢	Proper contractual management	Proper contractual management	Proper contractual management	🟢
HRU	Improved opportunities for development of skills / competencies **(RD)**	(i) Timely renewal of Lydia license and distribution to programme units	Internal Unit Monitoring Data	LinkedIn Learning available to staff and in accordance with circular AC/UNITAR/2019/09	LinkedIn Learning available to staff	🟢	Renewal of LinkedIn Learning license	Renewal of LinkedIn Learning license	Renewal of LinkedIn Learning license	🟢
HRU	Improved efficiency in the administration of Recruitment	(i) New recruitment system available	Other	New recruitment system available by 31 December 2020	New recruitment system available as of 11 March 2021	🟢	Better administration of recruitment	Better administration of recruitment	Better administration of recruitment	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
	process (New)									
Communications and Information Technology Support Unit (CITSU)	EMS aligned to the industry standards (New)	(i) Number of steps for the registration and enrolment reduced for event Managers	Internal Monitoring Data	EMS running on Drupal 8 (or 9 - TBD)	Ongoing	🟡	Migration of EMS to the latest version	Migration of EMS to the latest version	Ongoing	🟡
CITSU	EMS aligned to the industry standards	(i) Number of steps for the reporting participation and certification for e-courses are reduced for events managers	Internal Unit Monitoring Data	2 steps	2 steps	🟢	EMS-Moodle integration	EMS-Moodle integration	EMS-Moodle integrated	🟢
CITSU	Improved efficiency in the reporting within the Events Management System	(i) Enhanced connectivity and mobility for the users	Internal Unit Monitoring Data	500 mbps (to 1 gbps), 4-5 Wi-Fi access points	1 gbps and 7 wifi access points installed in the new building.	🟢	Higher connection speed to internet, and higher capacity for accommodating more mobile users	Higher connection speed to internet, and higher capacity for accommodating more mobile users	Higher connection speed, and higher capacity provided to mobile users.	🟢

Unplanned programming and results

- The tool for project management personnel has contributed to i. timely monitoring of project financial information for the program side; and ii. lower the communication cost between program and FBS, given the increased visibility on ongoing financial matters of the projects (spill-over effects).
- The agile process of travel requests contributes to the familiarization of UNITAR personnel with the organization's travel policy.
- UNOG CLM training is also available to our staff.
- Moodle migration to cost efficient provider. Moodle upgraded to the last version (3.11).
- Purchase request platform developed and functioning, saving time and paper for purchase request processes.

Overall assessment and lessons learned

- The launch of the tool was successful, and the products are considered to be very useful. The designing experience and the user feedback are highly transferrable knowledge for streamlining / improving future tools /dashboards, when moving to Quantum.
- Ten working days (instead of 7) for processing contract request would be better due to volume. Programme Units should respect the requirements, provide accurate requests, and avoid requesting exceptions very frequently.
- Due to complexity of the new recruitment system, it took longer than expected to develop it. Improvement would be needed based on users' feedback.
- During the biennium 2020-2021, CITSU was tasked to ensure the smooth running of the IT infrastructure during the office move, competitive bidding for the selection of EMS/Website development and management company, as well as Moodle management and hosting company.
- IT infrastructure during the office move did not have any interruption, the two competitive bidding process went smoothly, and a contract was awarded in accordance with the procurement rules, and hand-over from the previous Moodle hosting company to a new one was smooth.
- In addition, CITSU was able to deliver several platforms, including the purchase request platform, the onboarding platform as well as improved inventory platform, all of which contributed to improving the efficiency of the business processes.

Functional Objective 4.1

FO4. Increase and diversify financial resources and partnerships	4.1 Increase and diversify financial resources with an emphasis on new, emerging donor countries, pooled contributions and engagement with the business sector
Changes in the global political and economic landscape, with the emergence of new economies, are having profound implications on development funding. On the one hand, traditional donors have experienced economic challenges in recent years; on the other hand, emerging economies are showing growing interest in funding their own capacity development and providing support to other countries. Recognizing that resource mobilization is a collective effort requiring corporate and programme unit engagement, the Institute continued to explore new development partners both in terms of emerging economies and other non-traditional donors, including the business sector, while at the same time continuing to nurture close relationships with traditional donors and seek to mobilize pooled contributions to the newly created Strategic Framework Fund.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Partnerships and Resource Mobilization Unit (PRMU)	Increase in income to match budget requirements	Percentage increase in income over previous biennium	Other	59 per cent	16.87 per cent	🟠	Review or partnership agreements to enable programme units to engage in successful mobilization of resources	Review or partnership agreements to enable programme units to engage in successful mobilization of resources	Reviews undertaken	🟢
		Amount of income generated from fee-based training and related services,	Other	$1.5 million	$4.8 million	🟢	Development of new web-based features to support fee-based income	Development of new web-based features to support fee-based income	Features developed only for UN CC :Learn	🟡

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
		including donations to scholarships (New)								
PRMU	Increased diversification of funding	Proportion of voluntary contributions received from new emerging countries	Other	10 per cent	1 per cent	🔴	Outreach services targeting developing countries, including the new emerging economies and softy-earmarked contributions to the SFF	Outreach services targeting developing countries, including the new emerging economies and softy-earmarked contributions to the SFF	Outreach undertaken	🟢
		Amount mobilized in softy-earmarked contributions to the Strategic Framework Fund (New)	Internal Unit Monitoring Data	$3,520,502	$2,638,976	🟢				
		Proportion of contributions from the business sector (New)	Other	7.5 per cent	9 per cent	🟢	Review or partnership agreements to enable programme units to engage in timely mobilization of	Review or partnership agreements to enable programme units to engage in timely mobilization of	Reviews and due diligence exercises undertaken	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
							resources Due diligence exercises undertaken	resources Due diligence exercises undertaken		

Unplanned programming and results

Engagement with Simon-Kucher advisory services (pro bono) on new income streams

Due diligence framework to assess risk on issuance of grants to implementing partners

Design of competitive selection process and procedures for grants to implementing partners

Design of risk management framework for hosted partnerships

Liaison with UN FAFA working group and the European Commission on pillar assessment

Overall assessment and lessons learned

Revenue generation continues to be based almost exclusively on tightly earmarked voluntary contributions from traditional donors, although during the biennium there was marked success in expanding the donor landscape to include the business and private sectors. While the overall resource mobilization target was met (surpassed) for 2017-2021 Resource Mobilization Strategy period, some sub-targets from the strategy were not met. Efforts to mobilize loosely earmarked funds through the Strategic Framework Fund (created in 2019) initially proved promising in to 2020, although as the budget cycle evolved Management encountered challenges in securing commitments from targeted donors to the Fund, including some that initially signaled interest in the instrument through outreach and networking. Towards the end of the biennium, efforts were undertaken to design a new Partnerships and Resource Mobilization Strategy (2022-2027) built around four objectives and six strategic enablers. The strategy was developed taking into account experience from the 2017-2021 period and input from the Board of Trustees.

Given the continued tightly earmarked character of the Institute's revenue and growth, the review function of donor and other partner agreements, including the required due diligence exercises, is considerably challenged by insufficient staffing (e.g. the Partnerships and Resource Mobilization Unit only comprises one P1 who has been performing functions above those in the job description/classification). An important lesson is the need to ensure that staffing requirements (both number of staff and level) keep pace with needs i.e. the trend in income growth and the increase in the number of partner agreements (both donor and implementing partner) to provide adequate corporate governance controls.

Functional Objective 4.2

FO4. Increase and diversify financial resources and partnerships	4.2 Increase the breadth and depth of partnerships in programming
UNITAR pursues a strong partnership strategy to deliver on its mandate to strengthen the capacities of beneficiaries through training and related activities. In 2020-2021, over 90 per cent of UNITAR learning-related beneficiaries participated in events delivered in partnership. This includes not only the bilateral and multilateral donor communities, agencies within the United Nations system and other international and regional organizations, but also non-governmental and civil society organizations, academia and the business sector. The Institute's 2018-2021 strategic framework recognizes the importance for UNITAR to not only maintain partnership building as a key functional enabler, but to work to increase the breadth and depth of partnerships in all facets of its programming.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
PRMU	Expanded partnership in program-ming	(i) Proportion of UNITAR events delivered with partners	Other	75 per cent	68 per cent	🟢	Partnership agreements reviewed Partnership strategy developed to better leverage partners in the delivery of results and mobilization of resources Project tracking tool maintained with periodic reports to the	Partnership agreements reviewed Partnership strategy developed to better leverage partners in the delivery of results and mobilization of resources Project tracking tool	Agreements reviewed and due diligence undertaken, strategy developed, PTT maintained	🟢
		(ii) Proportion of UNITAR beneficiaries registered from events implemented with partners	Other	85 per cent	83 per cent	🟢				
		(iii) Proportion of UNITAR partners from UN agencies	Other	40 per cent	30 per cent	🟢				

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
							Executive Director Due diligence undertaken on proposed partnerships	maintained with periodic reports to the Executive Director Due diligence undertaken on proposed partnerships		

Unplanned programming and results
Project Tracking Tool reviewed and updated with additional functionalities

Overall assessment and lessons learned
The overall assessment and lessons learned from FO 4.1 is relevant to FO 4.2. The increase in the number of partners provides much opportunity for (and is indeed an engine of) growth. Such an expanded partner landscape requires tools and systems in place to provide a risk informed and mitigated environment in which to work. Over the course of the budget cycle, the policy guidelines governing contributions from donors and grants to implementing partners with additional controls put in place. Efforts were also undertaken to ensure that partner agreements and related documents and reports are duly recorded in the online repository.

Functional Objective 5

FO5. Enhance communications	5.1 Enhance coherence and effectiveness of internal and external communications, and strengthen the Institute's brand
Good communications are vital to helping achieve strategic objectives. They increased awareness, build trust and credibility, and attract more beneficiaries and partners in the long run. Communicating effectively with and engaging our internal and external stakeholders will increase the impact of our work. Effective communications should be embedded in all our work, from project level to corporate level activities. To achieve this functional objective collectively by all programmes, offices and sections, the Communication and Information Technology Support Unit provided tools, guidance and platforms, and facilitate exchanges of good practices from within and outside the Institute.	

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
Communications and Information Technology Support Unit (CITSU)	Improved coherence in visual identity	(i) Percentage of sampled communication products in compliance with communication guidelines	Internal Unit Monitoring Data	80 per cent	81 per cent	🟢	Guidance given on the use of the branding guideline and templates, compliance check before printing	Guidance given on the use of the branding guideline and templates, compliance check before printing	Guidance given on the use of the branding guideline and templates, compliance check before printing	🟢
CITSU	Improved internal communication **(Revised)**	(i) Percentage increase of total number of monthly users and sessions on UNITARnet	Internal Unit Monitoring Data	20 per cent increase in users and 10 per cent increase	17% increase in users, 18% increase in new users, 8% increase in sessions.	🟢	Introductory email to all newcomers including information on UNITARnet sent, at least 2 internal	Introductory email to all newcomers including information on UNITARnet sent, at least 2 internal	Introductory emails sent	🟢

Programme	Result Area	Result					Outputs			
		Indicator of achievement	Means of verification	Target (revised)	Actual	Rating	Output indicator	Target (revised)	Actual	Rating
				in sessions			newsletter articles per year published to drive traffic to UNITARnet	newsletter articles per year published to drive traffic to UNITARnet		
CITSU	Increased outreach on social media **(New)**	(i) Percentage of increased followers on Twitter, Facebook and LinkedIn	Internal Unit Monitoring Data	10 per cent increase in Twitter and Facebook, 20 per cent increase in LinkedIn	12.2% increase on Twitter, 10.3% on Facebook and 88.7% increase on Linkedin	🟢	Information session given and guidance documents provided to communication focal points on social media for events. Provide coordination platform for programmes to submit content	Information session given and guidance documents provided to communication focal points on social media for events. Provide coordination platform for programmes to submit content	Training was given to social media focal points, coordination platform provided and information session organized for communication focal points.	🟢

Unplanned programming and results
- Since programmes are printing less and less, and producing digital communication products, it is more difficult to ensure the compliance with the branding guidelines, as digital products are not necessarily submitted for clearance as they do not need to be printed. More awareness raising about the importance of coherent visual identity and high quality of communication products might be needed.

- CITSU provided guidance documents for impact stories (PPME) and news writing style guidance document (NYO) to increase consistency and writing standards. These guidance documents were appreciated by both units.
- Due to the preparation to revamp UNITARnet – which the launch at the time was scheduled for the 4th quarter of 2021 - efforts on improving internal communication in regard to UNITARnet were focused on creating the UNITARnet working group, surveying UNITAR staff, and discussing how the content could be better displayed on the intranet – as well as new content that should be created.

Overall assessment and lessons learned
- Depending on the resource availability of programmes, the quality of communication products varies. Some use a professional graphic designer to produce such materials, while others use non-professional personnel for graphic design (e.g., producing a course catalogue or brochure). In the case of the latter, the time required to review, advise, correct, re-review, etc., for both CITSU and programme side is significant, and the end-product may not be satisfactory. CITSU recommends programmes to use the professional design company with which UNITAR has a long-term agreement, with a reasonable price ($28/hour).
- UNITARnet improvement working group was established and a staff survey on the UNITARnet was conducted to collect feedback on the current platform. The survey results fed into the improvement plan.

Annex II: Sampled result areas and performance measures for accuracy

Programme Unit	Result area	Observation	Response
PTP	Strengthened capacity of Libyan members of the Network of Mediators	Output actual and number of learning beneficiaries are providing contradicting information	Target was 80% - Actual should be 102% Output was 3 (trainings) – Actual was 3; beneficiaries were indeed 61 whereas the target for the output was 60.
NYO	Enhanced knowledge for the delegates involved in the QCPR General Assembly Process And Increased awareness of the United Nations Resolution for the QCPR	Output and outcome indicator use the same measure. Two result areas have exactly the same number of participants. Kindly explain if this is a coincidence or if the result area is a duplication.	I think the discrepancy comes from being the same event, with two different indicators, that should be placed under the same event.
HO	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (South Sudan)	Please explain the difference between the number of beneficiaries in the output column (43) and in the learning beneficiary column (114).	We implemented the South Sudan programme in two phases. In phase 1, we had 71 participants and in phase 2 we had 43 participants (slightly more than the agreed target of 25), so the total number is 114 participants, which is the combined number of participants trained in both phases of the programme.
GCP	Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries	The result area uses an output indicator (Number of new or fully upgraded climate change learning products) as this is fully under your control. We suggest changing this in the future.	Requested a meeting for further clarification.

MDP	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences And Strengthened knowledge, skills, and awareness of delegates in response to specific request from permanent missions	Please explain how you managed to achieve the output targets (1,500 and 1,000) such precisely on the target.	The numbers are extracted from the EMS events, after discussions with our Programme colleagues and based on our lists of participants.
SDP	Multiple	Please explain why so many result area indicators remained unmeasured and ensure that these measurements will be done for the next exercise.	No response
HRU	Timely workforce profiling and alignment with corporate needs	Kindly provide more details on the performance measure actual, e.g., average number instead of binary response (yes).	Please see below completed table (11.1 working days and 5.3 working days). Please note that the average number indicated in the performance measure actual is based on samples.
PRMU	Increase in income to match budget requirements	The performance measure actual is unclear. Kindly clarify the numbers and provide us with the calculation.	Following discussions with and input from Joel, please revise as below for the 2018-19 (actual), 2020-21 (target) and 2020-21 (actual). Also, please revise the actual for fee-based training, as inserted below.

unitar

	SDG 1 No Poverty
1 NO POVERTY	End poverty in all its forms everywhere

Number of results areas	1	
Proportion to total programme results areas	1%	
Number of results areas achieved	1	
Number of learning beneficiary outputs	400	
Number of other beneficiary outputs	-	
Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	0%
	Weak	100%

SDG 1 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
1.2	100%	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

unitar

Overall Assessment of UNITAR Contribution	**Weak.** One result area is aligned to SDG 1 and linked to target 1.2. This represents 1 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 400 learning-related beneficiaries. Moreover, the result area was achieved beyond the target. The achieved result areas focused on strengthened knowledge and skills of women and girls to lead local and national level activities to support peaceful transition from conflict and insecurity. Project management reported that six women cooperative groups are currently progressing with their farm businesses, a number of private farm businesses was set up by the participants and that there has also been some noticeable behavioural change amongst members of the cooperative groups resulting from the knowledge acquired. Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve target 1.2 is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (no indicator selected).

SDG 2 Zero Hunger

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Number of results areas	3
Proportion to total programme results areas	3%
Number of results areas achieved	2
Number of learning beneficiary outputs	204
Number of other beneficiary outputs	-

Assessment of results area linkage to SDG indicator	Strong	33.3%
	Moderate	0%
	Weak	66.6%

SDG 2 targets aligned to result area from UNITAR programming:

Target	% Results Aligned to Target	Definition
2.1	33.3%	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
2.a	33.3%	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries.
2.b.	33.3%	Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round.
2.c.	33.3%	Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility.

Overall Assessment of UNITAR Contribution	**Moderate.** Three result areas are aligned to SDG 2 and linked to targets 2.1, 2.a, 2.b and 2.c. This represents 3 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 204 learning-related beneficiaries. Moreover, two of the result areas were achieved beyond the target. The achieved result areas focused on enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development (FAO e-Learning) and enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to fostering innovation (TFSN). Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as moderate, when taking into consideration overall performance and the weak and strong alignment of the achieved two result areas to the relevant SDG indicator (see above). The result area "increased awareness, create knowledge and skills of various societal stakeholders to develop and implement measures that decrease food waste" was not funded and hence not achieved.

3 GOOD HEALTH AND WELL-BEING

SDG 3 Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Number of results areas	5
Proportion to total programme results areas	5%
Number of results areas achieved	3
Number of learning beneficiary outputs	4,241
Number of other beneficiary outputs	1,149
Number of other outputs	5 programme countries receiving technical support by The Defeat-NCD Partnership

Assessment of results area linkage to SDG indicator	Strong	80%
	Moderate	0%
	Weak	20%

SDG 3 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
3.1	25%	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
3.4	75%	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
3.c	100%	Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.
3.d	75%	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.

unitar

Overall Assessment of UNITAR Contribution	**Strong.** Five result areas are aligned to SDG 3 and linked to targets 3.1, 3.4, 3.c and 3.d. This represents 5 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 5,390 learning-related beneficiaries. Moreover, two of the result areas were achieved beyond the target, one was achieved and two were not achieved. The achieved result areas focused on Increased capacity of stakeholders in surgical, obstetrics and anesthesia services, National NCD Capacity Building, Increased delivery of NCD prevention and management services to communities. Consequently, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as strong, when taking into consideration overall performance and the strong alignment of the achieved three result areas to the relevant SDG indicator (see above). The result area "Consistent provision of affordable essential medicines, diagnostics, and equipment for NCDs enabled in target countries" was not achieved due to two factors: a longer time required to establish a new service and the inability of UNITAR to receive funds from the European Union. The result area "Increased awareness of creative economy and of its potential for socio-economic development" was not funded.

SDG 4 Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Number of results areas	13
Proportion to total programme results areas	13%
Number of results areas achieved	10 (two were not funded)
Number of learning beneficiary outputs	7,923
Number of other beneficiary outputs	1,022

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
4.3	7.7%	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
4.4	7.7%	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
4.5	15.4%	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
4.7	77%	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
4.c	15.4%	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.

Overall Assessment of UNITAR Contribution	**Weak to Moderate.** Thirteen result areas are aligned to SDG 4 and linked to target 4.3, 4.4, 4.5, 4.7 and 4.c. This represents 13 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 7,923 learning-related beneficiaries and 1,022 other beneficiaries. Moreover, all ten achieved result areas were achieved beyond the target. The achieved result areas focused on the following themes under SO2.2.: • Use the interconnections between music and development to create peaceful and just societies • Enhanced knowledge for the delegates involved in the QCPR General Assembly Process. • Increased awareness of the United Nations Resolution for the QCPR. • Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and other organs of the United Nations. • Raised awareness on the SDGs, its relationship with the private sector, meeting the Goals and targets, harmonization between institutions and monitoring and evaluation of the Goals. • Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment. • Strengthened knowledge, skills, and awareness of delegates in response to specific request from permanent missions. Under SO4, the following result areas were achieved: • Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to fostering innovation (Certificate Programme). • Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies, including e-Learning and reaching out to female officials who will not otherwise have access to learning opportunities (Financial Literacy). Under SO5 one result area was achieved: • Increased awareness by the general public on the significance and contents of Agenda 2030. Two result areas (one under SO4 and one under SO5 respectively) were not funded and one result area under SO2 was not achieved. One result area noted specific efforts targeting GEEW by reaching out to female officers as a key focus of the programme. Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve SDG 4 is assessed as weak to moderate, when taking into consideration overall performance and the weak alignment to the relevant SDG indicators (see above).

SDG 5 Gender Equality

Achieve gender equality and empower all women and girls

Number of results areas	3
Proportion to total programme results areas	3%
Number of results areas achieved	2
Number of learning beneficiary outputs	157
Number of other beneficiary outputs	1,332

Assessment of results area linkage to SDG indicator		
	Strong	0%
	Moderate	33.3%
	Weak	66.6%

SDG 5 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
5.5	66.6%	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
5.b	66.6%	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
5.c	33.3%	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Overall Assessment of UNITAR Contribution	**Moderate.** Three result areas are aligned to SDG 5 and linked to targets 5.5, 5.b, and 5.c. This represents 3 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 157 learning-related beneficiaries. Moreover, two of the result areas were achieved beyond the target and one was not implemented. The achieved result areas focused on Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS and Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (SFF Frontier Technologies). Consequently, the contribution that UNITAR programming likely made to helping Members States achieve target 5.5, 5.b and 5. is assessed as moderate, when taking into consideration overall performance and the weak and moderate alignment of the achieved two result areas to the relevant SDG indicator (see above). The result area "Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development-related topics" was not implemented.

SDG 7 Affordable and Clean Energy

Ensure access to affordable, reliable sustainable and modern energy for all

Number of results areas	2
Proportion to total programme results areas	2%
Number of results areas achieved	2
Number of learning beneficiary outputs	1,358
Number of other beneficiary outputs	-
Assessment of results area linkage to SDG indicator	**Strong**	100%
	Moderate	0%
	Weak	0%

SDG 7 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
7.a	100%	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.
Overall Assessment of UNITAR Contribution		**Strong.** Two result areas are aligned to SDG 7 and linked to target 7.a. This represents 2 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 1,358 learning-related beneficiaries. Moreover, both result areas were achieved beyond the target. They focused on Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner and Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner and on how to use energy for productive purposes.

Consequently, the contribution that UNITAR programming likely made to helping Members States achieve target 7.a is assessed as |

	strong, when taking into consideration overall performance and the strong alignment of the achieved two result areas to the relevant SDG indicator (see above).

SDG 8 Decent Work and Economic Growth

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

Number of results areas	11
Proportion to total programme results areas	11%
Number of results areas achieved	9 (one not measured and one duplicate)
Number of learning beneficiary outputs	79,230
Number of other beneficiary outputs	910
Other outputs	Technical advice provided for learning assessments provided in four additional countries (Indonesia, Mato Grosso, Barbados and Uruguay)

Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	72.7%
	Weak	27.3%

SDG 8 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
8.1	18.2%	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.
8.3	81.8%	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
8.4	9.1%	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.
8.5	54.5%	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
8.6	36.7%	By 2020, substantially reduce the proportion of youth not in employment, education or training.

8.10	18.2%	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.
8.a	9.1%	Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries.
8.b	36.4%	By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.
Overall Assessment of UNITAR Contribution		**Moderate.** Eleven result areas are aligned to SDG 8 and linked to the above-mentioned targets. This represents 11 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 79,230 learning-related beneficiaries and 910 non-learning related beneficiaries. All achieved results were achieved beyond the target and the achievement on output level is far beyond the target, too. The result areas focused on a variety of themes under SO2.1 (integrating SDGs into organizational strategy), SO3.1 (green economy) and SO4 (fellowships on enhanced entrepreneurial skills, enhanced knowledge and skills of finance and related finance-sector stakeholders, enhanced knowledge and skills of trade and intellectual property-related stakeholder Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as moderate, when taking into consideration overall performance and the weak to moderate alignment to the relevant SDG indicator (see above). It is however noteworthy to add that the result areas under this SDG have noted a particular contribution to both the principles of LNOB (e.g., focus on a just transition, integration of vulnerable populations) and GEEW (e.g., positive gender balance of participants, mainstreaming gender in all government projects and activities, inclusion of local and female alumna in the programmes).

SDG 9 Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Number of results areas	2
Proportion to total programme results areas	2%
Number of results areas achieved	1
Number of learning beneficiary outputs	0
Number of other beneficiary outputs	0
Other outputs	107 mapping activations (60 in 2020; 47 in 2021)

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

SDG 9 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
9.5	100%	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.
9.b	100%	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

Overall Assessment of UNITAR Contribution	**Weak.** Two result areas are aligned to SDG 9 and linked to target 9.5 and 9.b. This represents 2 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced no learning-related beneficiaries, but 107 mapping activations (60 in 2020; 47 in 2021). While one of the result areas was achieved on the target, another one was not implemented. The achieved result areas focused on "Improved routine access by international humanitarian community and Member States to high-quality satellite imagery analysis for senior level decision making and operational coordination & response in the field".

Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (see above). |

SDG 10 Reduced Inequalities

Reduce inequality within and among countries

Number of results areas	2	
Proportion to total programme results areas	2%	
Number of results areas achieved	0 (not measured)	
Number of learning beneficiary outputs	5,587	
Number of other beneficiary outputs	187	
Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	0%
	Weak	100%

SDG 10 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
10.4	50%	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
10.7	50%	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	**Weak.** Two result areas are aligned to SDG 10 and linked to target 10.4 and 10.7. This represents 2 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 5,587 learning-related beneficiaries and 187 non-learning related beneficiaries. While none of the result areas was measured on the outcome level, the achievement on output level is far beyond the target. The result areas focused on "Strengthened capacities of governments to address the multiple challenges and opportunities resulting from migration" and "Increased stakeholder awareness on local public administration and city management". Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (see above).

SDG 11 Sustainable Cities and Communities

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

Number of results areas	5
Proportion to total programme results areas	5%
Number of results areas achieved	1 (4 not measured)
Number of learning beneficiary outputs	5,959
Number of other beneficiary outputs	162,877
Other outputs	Development and provision of a flood forecasting chain

Assessment of results area linkage to SDG indicator	**Strong**	60%
	Moderate	20%
	Weak	20%

SDG 11 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
11.2	20%	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	40%	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
11.5	20%	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	40%	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels.

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Overall Assessment of UNITAR Contribution	**Moderate.** Five result areas are aligned to SDG 11 and linked to target 11.2, 11.3, 11.5 and 11.b. This represents 5 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 5,959 learning-related beneficiaries and 162,877 non-learning related beneficiaries. While only one of the result areas was measured on the outcome level, the achievement on output level is far beyond the target. The result areas focused on "Strengthened capacity of local and national officials to tackle road safety issues", "Strengthened knowledge and/or skills among local authorities/actors on urban services and sustainable development related topics through online courses", "Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics" and "Strengthened capacity of local government officials to develop city plans that integrate risk reduction principles and disaster management strategies" under SO2 and "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" under SO5. Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as moderate, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (see above).

SDG 12 Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Number of results areas	5
Proportion to total programme results areas	5%
Number of results areas achieved	3
Number of learning beneficiary outputs	Not reported
Number of other beneficiary outputs	Not reported
Other output	6 guidance documents (MIAs in Sudan, Eritrea, Sierra Leone, DRC. NAPs in Sierra Leone, DC), E-learning modules: 11 for PCBs, 5 for e-waste, 3 for Nigeria, 1 for Chem and Waste Platform, 6 for waste/circular economy, PCB (Stockholm Convention projects) in Paraguay, Ethiopia, Gambia, 5 PRTRs guidance documents produced

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

SDG 12 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
12.4	100%	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.
12.6	20%	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Overall Assessment of UNITAR Contribution	**Weak.** Five result areas are aligned to SDG 12 and linked to target 12.4 and 12.6. This represents 5 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced several other outputs such as e-learning modules and guidance documents. The beneficiary outputs were unfortunately not measured. While three of the result areas were achieved on the target, one was partially achieved and one was not achieved. The achieved result areas focused on "Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management", "Improved capacities to reduce adverse effects of mercury on human health and the environment" and "Improved monitoring of chemical transfers and emissions to air, water, and land".
	Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (see above).

SDG 13 Climate Action

Take urgent action to combat climate change and its impacts

Number of results areas	5
Proportion to total programme results areas	5%
Number of results areas achieved	4 (one not funded)
Number of learning beneficiary outputs	260,561
Number of other beneficiary outputs	-
Other outputs	313 backstopping requests fulfilled

Assessment of results area linkage 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
13.1	40%	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
13.2	40%	Integrate climate change measures into national policies, strategies and planning.
13.3	60%	Improve education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
13.a	20%	Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly $100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.
13.b	40%	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

Overall Assessment of UNITAR Contribution	**Strong.** Five result areas are aligned to SDG 13 and linked to targets 13.1, 13.2, 13.3 and 13.a and 13.b. This represents 5 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 260,561 learning-related beneficiaries. Moreover, two of the result areas were achieved beyond the target, two were achieved on target and one was not funded. The achieved result areas focused on "Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level", "Strengthened partnership between UN agencies and other multilateral institutions for delivery of joint climate change capacity building and knowledge transfer in developing countries" under SO3.1 and "Enhanced evidence-based decision making in Fiji, Solomon Islands, and Vanuatu by using CommonSensing solutions for DRR and CCA", "Strengthened knowledge and skills in Fiji, Solomon Islands, and Vanuatu on geo-information technologies (GIT) for DRR and CCA" under SO5.1. Consequently, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as strong, when taking into consideration overall performance and the strong alignment of the achieved three result areas to the relevant SDG indicator (see above). It is worth to mention that two of the result areas had a special focus on SIDS and gave hence special attention to the LNOB principle. The result area "Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes" was not funded.

SDG 14 Life Below Water

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

Number of results areas	1
Proportion to total programme results areas	1%
Number of results areas achieved	0
Number of learning beneficiary outputs	-
Number of other beneficiary outputs	-
Other output	Functioning version of the Knowledge Translation Platform on Ocean Governance. Launch and further content development activities to be carried out in early 2022

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

SDG 14 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
14.2	100%	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.
14.7	100%	By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.
14.a	100%	Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries.

Overall Assessment of UNITAR Contribution	**Weak.** One result area is aligned to SDG 14 and linked to target 14.2, 14.7 and 14.a. This represents 1 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced one other output related to a functioning version of the Knowledge Translation Platform on Ocean Governance. The result area was not achieved on outcome level, however, due to effects from the UK Brexit with all activities significantly reduced during 2021. It is expected that activities will start again in Q2 of 2022. The result area focused on "Enhanced knowledge of stakeholders from selected countries, including SIDS, to manage and protect marine and coastal ecosystems to achieve sustainable management of oceans". Nevertheless, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as weak, when taking into consideration overall performance and the weak alignment to the relevant SDG indicator (see above). It is however worth to note that the result area focuses on engaging with indigenous and local knowledge of the oceans and has hence a special attention to LNOB.

SDG 16 Peace, Justice and Strong Institutions

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

Number of results areas	38
Proportion to total programme results areas	38%
Number of results areas achieved	32
Number of learning beneficiary outputs	20,864
Number of other beneficiary outputs	556
Other outputs	1 psychiatric unit built and equipped. - Tailored training courses, ToT and self-paced training courses delivered to FemWise Africa members on key selected thematic priority areas in the context of women-led mediation and negotiation processes. - strategy and action plan developed (health services Malian Armed Force). - Case studies (2) of Member States' experience with CRF and the implementation of the WPS Agenda completed. 642 mapping analysis performed.

Assessment of results area linkage to SDG indicator	**Strong**	3%
	Moderate	27%
	Weak	70%

SDG 16 targets aligned to result area from UNITAR programming

Target	% Results Aligned to Target	Definition
16.1	40.5%	Significantly reduce all forms of violence and related death rates everywhere
16.2	5.4%	End abuse, exploitation, trafficking and all forms of violence against and torture of children
16.3	2.7%	Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.4	2.7%	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
16.5	2.7%	Substantially reduce corruption and bribery in all their forms.

16.6	8%	Develop effective, accountable and transparent institutions at all levels
16.7	2.7%	Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.8	19%	Broaden and strengthen the participation of developing countries in the institutions of global governance
16.a	49%	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
16.b	2.7%	Promote and enforce non-discriminatory laws and policies for sustainable development
Overall Assessment of UNITAR Contribution		**Moderate.** Thirty-eight result areas are aligned to SDG 16 and linked to the above-mentioned targets. This represents 38 per cent of UNITAR programming from the 2020-21 biennium, and the related programming produced 20,864 learning-related beneficiaries and 556 non-learning related beneficiaries. Several non-training related outputs were also recorded. Moreover, twenty-two of the result areas were achieved beyond the target, seven were achieved on target, four almost on target and six were not funded. The achieved result areas were mostly organized under SO1, SO2.1 and SO2.2. and SO5. Consequently, the contribution that UNITAR programming likely made to helping Members States achieve the above targets is assessed as moderate, when taking into consideration overall performance and the alignment of the achieved result areas to the relevant SDG indicator (see above).

SDG 17 Partnerships for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

Number of results areas	5
Proportion to total programme results areas	5%
Number of results areas achieved	4 (one only partially measured)
Number of learning beneficiary outputs	8,642
Number of other beneficiary outputs	825
Other outputs	129,775 UN SDG:Learn users. - Support to 3 pilot countries provided, continues in 2022. 4 reports: 2 for Cyprus, 1 for Mauritius and 1 for Seychelles. - Completed (new app and external website). 2 reports published with a set of recommendations on use of citizen science data for monitoring SDGs and the assessment of usability of 3 citizen science data sets. 7 new functionalities as part of the Learning Pathways interface incl. self-assessments and curated learning environment. - Annual Steering Group meetings, active 3-4 WGs per year, 3 active Working Groups as of early 2022: WG on Partnerships, WG on Learning Pathways and WG on Communications. - Improved functionalities on taxonomies and back office management. - Annual Roadmaps developed. 1 Statistics page launched.

Assessment of results area linkage to SDG indicator	**Strong**	0%
	Moderate	20%
	Weak	80%

SDG 17 targets aligned to result area from UNITAR programming		
Target	**% Results Aligned to Target**	**Definition**
17.4	40%	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 debt of highly indebted poor countries to reduce debt distress

17.9	60%	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North South, South-South and triangular cooperation
17.14	20%	Enhance policy coherence for sustainable development
17.16	40%	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
17.18	20%	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, 61 timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
Overall Assessment of UNITAR Contribution	**Weak to moderate.** Five of UNITAR's result areas are aligned with SDG 17, accounting for 5 per cent of all programming. Four of the result areas achieved the target result, with two well beyond the target. One result area was only partially measured. Results focused on "Long-term sustainable financing models for NCD programming established in low-resource countries" and "Enhanced knowledge and skills of finance and related finance-sector stakeholders on poverty reduction, debt management and prudent financial management, governance and anti-corruption, affordable financial services, innovative sources of financing, and prudent tax and revenue management with a view to securing adequate financing for development (PFTP e-Learning courses)" under SO4 and "Strengthened capacities of pilot countries to adjust systems for integrated and coherent policy design and implementation and to promote more inclusive and agile institutions" and "Strengthened capacities of countries to close data gaps through better planning and partnerships and to leverage data analysis to inform decision-making and reporting on the SDGs" and "Well matched learning needs of individuals and organizations on SDGs ensuring effective SDG learning resulting in behavioural change" under SO5. About 8,642 learning beneficiaries were trained in activities related to SDG 17 and 825 partaking in non-learning-related activities. A number of other outputs were produced too, including 129,775 UN SDG:Learn users, amongst others. The link to the SDG targets indicator was assessed as weak to moderate. 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.