



UNITAR/BT/63/4

**Annexure 21 of the Revision to
the Programme Budget for the
Biennium 2022 - 2023**

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

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STRATEGIC OBJECTIVES (SO). RESULT AREAS AND OUTPUTS

Strategic Objective 1.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
Hiroshima Office (HO)	16	Strengthened knowledge and skills to promote nuclear disarmament and non-proliferation	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	70 per cent	Survey/ Questionnaire	Training delivered to 80 beneficiaries [RD]
Peace-making 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 LNOB GEEW	Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	97 per cent in 2020, 86 per cent in 2021	75 per cent	Survey/ Questionnaire	Training delivered to 80 beneficiaries [RD]

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
PMCP	16	Strengthened knowledge and skills of mid and senior level African government officials, regional organization staff and UN peace operations staff in conflict analysis, negotiation and mediation LNOB GEEW	Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation	99 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 70 mid and senior officials [RD]
PMCP	16	Strengthened knowledge and skills of mid and senior level African and Asian/Pacific government officials, regional organization staff and UN peace operations staff in conflict analysis and negotiation LNOB GEEW	Percentage of trained officials who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation	99 per cent	75 per cent	Survey/ Questionnaire	Training delivered to 30-35 mid to senior officials through the implementation of a regional training programme to enhance conflict prevention and negotiation
PMCP	16	Strengthened knowledge and skills of mid and senior level diplomats from Central Africa as well as UN and regional organization staff in the field of conflict analysis, negotiation	Percentage of trained participants who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis and negotiation.	Not applicable	75 per cent	Survey/ Questionnaire	Training delivered to 35 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		and positive peace. LNOB GEEW [New]					
PMCP	16	Enhanced knowledge of contemporary challenges in peace operations and strategies to address them shared among senior most peacemakers in the United Nations LNOB GEEW	Percentage of high-level officials from Headquarters, UN Peace Operations and regional organizations in the SRSG Seminar Number of lessons learned identified	94 per cent 3	90 per cent 6	Report/LOP Report/LOP	Knowledge sharing facilitated for 100 SRSGs and other senior staff through the organization of two high level seminars
Peace-keeping Training Programme Unit (PTP)	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of male and female UN peacekeepers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations LNOB GEEW	Percentage of male and female participants successfully meeting the completion requirements of the training of trainers session Percentage of male and female commissioned officers successfully meeting the completion requirements of the training	90 per cent Not measured	85 per cent 85 per cent	Internal unit monitoring data, Report/LOP Internal unit monitoring data, Report/LOP	Training of trainers delivered to a gender-balanced group of participants. Training delivered to 90 beneficiaries 2-day training session on UN peace operations delivered to male and female commissioned officers. Training delivered to 420 beneficiaries 1-day training session on UN peace operations delivered to male and female non-commissioned officers. delivered to 9,000 beneficiaries [RD]

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
			session Percentage of male and female non-commissioned officers successfully meeting the completion requirements of the training session	Not measured	85 per cent	Internal unit monitoring data, Report/LOP	
PTP	16	Improved knowledge, skills and behaviour of male and female medical and paramedical 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 LNOB GEEW	Percentage of male and female participants successfully meeting the completion requirements of the training session Percentage of male and female participants indicating an increased confidence in their capacities to address physical and psychological trauma	85 per cent 85 per cent	85 per cent 85 per cent	Report/LOP Report/LOP	Training sessions attended by a gender-balanced / military/police-balanced group of medical and paramedical personnel. Training delivered to 80 beneficiaries
PTP	16	Enhanced understanding among African	Percentage of representatives attending the	100 per cent	80 per cent	Report/LOP	High-level seminar attended by representatives of African countries nominated to be part or being part

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		countries nominated to be part or being part of UNSC of peace and security issues relevant at the regional level LNOB GEEW	High-level Seminar endorsing the final report				of UNSC. Seminar attended by 140 member countries
PTP	7, 16	Strengthened awareness of humanitarian stakeholders in conflict and post-conflict environments on how to manage energy production and consumption in a sustainable manner and on how to use energy for productive purposes LNOB GEEW	Percentage of representatives of relevant stakeholders working in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives [New]	Not applicable	80 per cent	Report/LOP	Awareness raising initiatives attended by relevant stakeholders working in conflict and post-conflict settings. Awareness raising sessions attended by 900 beneficiaries [RD]
			Percentage of representatives of humanitarian agencies working in conflict and post-conflict environments meeting the completion requirements of the awareness	Not applicable	80 per cent	Report/LOP	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
			raising initiatives [New] Percentage of representatives of communities in conflict and post-conflict environments meeting the completion requirements of the awareness raising initiatives [New]	Not applicable	80 per cent	Report/LOP	
PTP	16	Increased capacity of women to contribute meaningfully to the sustaining peace agenda on all levels LNOB GEEW	Number of AU member states systematically using the continental results framework for monitoring and reporting on the implementation of the Women, Peace and Security agenda in Africa	Not applicable	23	Report/LOP	National consultations conducted for the further development of national action plans in selected AU member states. Consultations conducted in 4 AU member states [RD] Simplified CRF guidance toolkit developed. 6 CRF guidance tools developed for the kit. [RD]
PTP	16	Increased accessibility to surgical trauma services in Sévaré LNOB GEEW	Percentage of reduction of medical evacuations from theatre of operations to Bamako	Not applicable	10 per cent	Internal unit monitoring data	Surgical trauma services in Sévaré upgraded

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
			Percentage of reduction of in-hospital deaths in Sévaré	Not applicable	10 per cent	Report/LOP	
PTP	16	Strengthened capabilities (knowledge and skills), motivation and opportunities of male and female police officers to operate securely in dangerous environments, allowing for improved performance in the theatre of operations LNOB GEEW	Percentage of male and female participants successfully meeting the completion requirements of the training session	Not applicable	80 per cent	Report/LOP	Pre-deployment training delivered to 1,575 members of Formed Police Units and Individual Police Officers
PTP	16	Strengthened operating framework of TPTC – in line with UNITAR Quality Assurance Framework LNOB GEEW	Percentage of PTC employees sensitized to quality assurance	Not applicable	80 per cent	Report/LOP	Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards) Training portfolio reviewed and expanded
PTP	16	Strengthened operating framework of EMPABB – in line with UNITAR Quality Assurance Framework LNOB GEEW	Percentage of EMPABB employees sensitized to quality assurance [New]	Not applicable	80 per cent	Report/LOP	Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards) Training portfolio reviewed and expanded
PTP	16	Strengthening capacities of African Union Commission	Percentage of beneficiary respondents	Not applicable	80 per cent	Survey/ Questionnaire	Blended (online and face-to-face) multiplication training courses delivered by A-TCEs involving DDR

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		(AUC) and African stakeholders to operationalize and disseminate the African Union Operational Guidance Notes on DDR in specific contexts defined by the AUC as priorities LNOB GEEW	agreeing or strongly agreeing that their awareness of the subject matter has increased [New]				practitioners in the field working in contexts prioritized by the AU delivered to 24 participants
PTP	16	Increased effectiveness of the AU Chairperson's Office through targeted capacity support LNOB GEEW	Number of secondees efficiently supporting the work of the Office of the Chairperson	Not applicable	6	Report/LOP	Selection and recruitment of 6 secondees in key strategic positions in support of the AU presidency
PTP	16	Improved knowledge, skills and attitudes of DDR practitioners to effectively plan, implement, monitor and evaluate DDR programmes – in both traditional and 'second generation' DDR settings LNOB GEEW	Percentage of trainers meeting the completion requirements of the certification programme	Not applicable	80 per cent	Report/LOP	Scenario-based facilitated online training delivered to 8 participants
PTP	16	Improved knowledge, skills and attitudes of Disarmament, Demobilization and Reintegration (DDR) practitioners to	Percentage of participants meeting the completion requirements of the training	Not applicable	80 per cent	Report/LOP	Training delivered to 15 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		effectively plan, implement, monitor and evaluate Weapons and Ammunition Management activities in both traditional and new DDR contexts LNOB GEEW [New]					
PTP	16	Enhanced confidence of members (male and female) of selected battalions from TCCs on their ability to provide basic first aid LNOB GEEW [New]	Percentage of male and female members of selected battalions from TCCs receiving basic first aid kits	Not applicable	80 per cent	Report/LOP	Provision of basic first aid kits to members of selected battalions from TCCs. Kits provided to 2,000 beneficiaries
PTP	16	Enhanced capacities of Libya mediators to implement at local level small training sessions on transitional justice, drafting of agreements and gender-responsive mediation techniques LNOB GEEW [New]	Percentage of participants meeting the completion requirements of the training of trainers	Not applicable	80 per cent	Report/LOP	Training delivered to 30 beneficiaries
PTP	16	Establishment of a fully functioning psychiatric unit within the premises of the military	Number of beds within the premises of the psychiatric unit available to	Not applicable	10	Report/LOP	Psychiatric unit fully functioning

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		polyclinic LNOB GEEW [New]	members of FAMA				
PTP	16	Strengthened knowledge of individual FemWiseAfrica members on key aspects of mediation/good offices missions in support of women's leadership for peace LNOB GEEW [New]	Percentage of participants fully meeting course completion requirements at the end of each training session	Not applicable	80 per cent	Report/LOP	Tailored training and capacity building offer developed for the training of francophone FemWise
PTP	16	Enhanced capacities of Libyan CSOs to apply and successfully implement low value grants LNOB GEEW [New]	Percentage of participants fully meeting completion requirements of the coaching sessions	Not applicable	80 per cent	Report/LOP	Coaching provided to 12 CSOs Trainings related to implementation of low value grant delivered to 69 participants representing Libya CSOs
			Percentage of participants fully meeting completion requirements of the training	Not applicable	80 per cent	Report/LOP	Trainings on conflict-related topics delivered to 30 representatives of Libyan local peace structures
PTP	16	Strengthened understanding of current medical and paramedical services available to Niger Armed Forces, assets and needs LNOB GEEW [New]	Percentage of stakeholders involved in the project endorsing the final report	Not applicable	80 per cent	Report/LOP	Evaluation of current medical and paramedical services available to Niger Armed Forces, assets and needs completed, Strategic plan for the upgrade of FAN paramedical and medical services developed

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
PTP	16	Strengthened capabilities of Gender Military Advisors and Protection Focal Points to integrate a gender dimension at each stage of operational planning process LNOB GEEW [New]	Percentage of participants meeting the completion requirements of the training programmes	Not applicable	80 per cent	Report/LOP	Training package developed, Training delivered to Gender Military Advisors and Protection Focal Points, Training delivered to 25 beneficiaries
PTP	16	Strengthened capacities of Libya police forces – with a specific focus on women and community policing LNOB GEEW [New]	Percentage of female participants meeting the completion requirements of the training sessions	Not applicable	80 per cent	Report/LOP	Female police training center upgraded, Training delivered to members of the female police forces. Training delivered to 400 beneficiaries
PTP	16	Enhanced capacity of the UN system and wider community of practitioners working on gender equality and arms control to systematically integrate gender perspectives into small arms control initiatives LNOB GEEW [New]	Percentage of participants fully meeting course completion requirements at the end of each training session	Not applicable	80 per cent	Report/LOP	Online self-paced course on mainstreaming gender in small arms control developed Online manual on mainstreaming gender in small arms control developed
PTP	16	Strengthened capacity of Libyan COs to empower local youth to act as actor of positive	Percentage of participants meeting the completion requirements of	Not applicable	80 per cent	Report/LOP	Training of trainers delivered to 8 beneficiaries Training delivered to 70 beneficiaries by trained trainers

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		change within their communities LNOB GEEW [New]	the training of trainers Percentage of participants meeting the completion requirements of the programme delivered by trained trainers	Not applicable	80 per cent	Report/LOP	
PTP	16	Enhanced capabilities of security forces to prevent and combat maritime crime LNOB GEEW [New]	Percentage of participants meeting the completion requirements of the training programmes	Not applicable	80 per cent	Report/LOP	Establishment of operating frameworks (policies, standard operating procedures) supported Establishment of appropriate infrastructures and equipment supported Training delivered to 400 participants
New York Office (NYO)	16	Enhanced knowledge and skills on the General Assembly organ of the United Nations LNOB GEEW	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
PTP (Bonn)	16	Strengthened and modernized Nigerien judicial system, particularly in its institutional desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development LNOB GEEW [New]	Percentage of participants meeting the completion requirements for the respective training course	Not applicable	80 per cent	Report/LOP	Training delivered to representatives of Niger judicial system, Training delivered to 1,850 beneficiaries, Study tours organized for representatives of the Niger judicial system, 2 study tours organized
PTP (Bonn)	16	Strengthened and modernized Malian judicial system, particularly in its institutional desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development LNOB GEEW [RD]	Percentage of participants meeting the completion requirements of the training programmes	Not applicable	80 per cent	Report/LOP	Training delivered to representatives of Malian judicial system, Training delivered to 1,850 beneficiaries, Study tours organized for representatives of the Malian judicial system, 2 study tours organized
PTP (Bonn)	16	Enhanced capabilities (knowledge and skills), motivation and opportunities of police, gendarmerie, and national guard's members (at	Percentage of participants meeting the completion requirements of the training programmes	Not applicable	80 per cent	Internal unit monitoring data	Training of police, gendarmerie and national guard units delivered to 1,200 participants,

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
		strategic, operational and tactical levels) to ensure security prior, during and after elections LNOB GEEW					
PTP	16	Strengthened operating framework of KAIPTC – in line with UNITAR Quality Assurance Framework LNOB GEEW	Percentage of KAIPTC employees sensitized to quality assurance	Not applicable	80 per cent	Report/LOP	Operating framework of the center reviewed (in line with UNITAR Quality Assurance Standards), Training portfolio reviewed and expanded, [RD]

Assumptions and external factors

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

Strategic Objective 2.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Hiroshima Office (HO)	5, 11	Increased capacity to further promote Tsunami based DRR for women in the Pacific SIDS GEEW and LNOB	Percentage of participants fully meeting learning objectives at the end of the training	95 per cent	70 per cent	Survey/ Questionnaire	Training delivered to 200 participants
Social Development Programme Unit (SDP)	8	Strengthened capacities of governments to address the multiple challenges and opportunities resulting from migration GEEW and LNOB	Percentage of government officials and other stakeholders trained meeting learning objectives	Not measured	85 per cent	Report	Training delivered to 2,600 beneficiaries on the humanitarian, social and economic aspects of migration
SDP	3	Strengthened capacity of local and national officials to tackle road safety issues GEEW and LNOB	Percentage of beneficiaries respondents reporting enhanced awareness and/or skills [RD]	Not measured	85 per cent	Report/LOP, Other	Training delivered to 7,000 beneficiaries Road Safety books downloaded by 1,500 users
SDP	16	Strengthened capacity of government officials to tackle issues related to	Percentage of conference participant respondents agreeing or strongly agreeing that awareness	95 per cent	85 per cent	Report/LOP	1,200 beneficiaries reached

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		the fight against corruption	on subject matter has increased				
SDP	11	Strengthened knowledge, awareness and/or skills among local authorities/actors on sustainable development related topics ¹ GEEW and LNOB	Percentage of beneficiary respondents reporting strengthened knowledge, awareness and/or skills on sustainable development related topics	Not measured	85 per cent	Report/LOP	Training delivered to 89,000 beneficiaries (Global Network of affiliated International Training Centres for Authorities and Leaders)
SDP	11	Increase awareness and action in support of achieving cybersecurity and technology related SDGs and targets. GEEW and LNOB	Number of beneficiaries trained. Number of participants of ToT training Cyber Resilience Learning Strategies implemented in pilot partner city projects	Not applicable Not applicable Not applicable	480 200 5	Report/LOP Report/LOP Report/LOP	480 beneficiaries trained through 8 online courses 200 participants trained via 8 ToT workshops Cyber Resilience Learning Strategies implemented in 5 pilot partner city projects, reaching 1,250 beneficiaries
SDP	8	Strengthened capacity of local and national officials on financial inclusion and development GEEW [New]	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	85 per cent	Report/LOP, Other	Training delivered to 500 beneficiaries
SDP	8	Strengthened knowledge, awareness and/or skills among local	Percentage of beneficiaries' respondents reporting strengthened	Not applicable	85 per cent	Report/LOP, Other	Training delivered to 1,000 beneficiaries

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		authorities/actors on entrepreneurship GEEW and LNOB [New]	knowledge, awareness and/or skills				
SDP	11	Enhanced knowledge of local and national officials on disaster risk reduction and humanitarian affairs GEEW and LNOB [New]	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills	Not applicable	85 per cent	Report/LOP	Training delivered to 400 beneficiaries
The Defeat-NCD Partnership (Defeat-NCD)	3	Increased delivery of NCD prevention and management services to communities GEEW and LNOB	Number of countries in which stakeholders receive training and knowledge exchange	More than 5	2	Report/LOP	Adopt/ develop primary/ community level intervention packages for NCDs, Train primary/ community healthcare workers, Strengthen primary healthcare systems, Introduce digital health services for primary health care and self-care, Develop systems for NCD services in humanitarian/emergency situations
Defeat-NCD	3	Consistent provision of affordable essential medicines, diagnostics, and equipment for NCDs enabled in target countries GEEW and LNOB	Number of countries that report market monitoring data for NCDs	0	2	Report/LOP	Expand the roll out of the market monitoring service, Expand the roll out of The Defeat-NCD Partnership marketplace
New York Office (NYO)	5	Increased knowledge and skills for women working in Cyber GEEW and LNOB [New]	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 20 beneficiaries

Assumptions and external factors

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

Strategic Objective 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 aims to develop knowledge, skills and awareness on the processes, procedures, issues and decision-making arenas of multilateral institutions, with a focus on the United Nations system.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
New York Office (NYO)	4	Raise awareness of the synergies between music and development GEEW	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased [RD]	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 100 beneficiaries
NYO	4	Increased awareness and knowledge on the United Nations Budget System GEEW and LNOB	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject	80 per cent	80 per cent	Survey/ Questionnaire	Training delivered to 120 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			matter have increased				
NYO	16	Increased knowledge on United Nations Rules and Procedures GEEW and LNOB	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	Not applicable	75 per cent	Report/LOP	Training delivered to 20 beneficiaries
NYO	16	Enhanced knowledge and skills for newly graduated college students on the United Nations GEEW and LNOB	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness on the subject matter has increased [RD]	Not applicable	80 per cent	Survey/ Questionnaire	Training delivered to 100 beneficiaries
Multilateral Diplomacy Programme Unit (MDP)	4, 16	Enhanced knowledge and skills in the field of multilateral diplomacy of Member State delegates at venues with the UN maintain a significant presence GEEW	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	84 per cent	75 per cent	Survey/Questionnaire	Training delivered to 1,990 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
MDP	4, 16	Strengthened knowledge and skills on leadership, negotiation and mediation strategies and techniques to resolve conflicts in the diplomatic environment GEEW	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge and awareness on the subject matter have increased	84 per cent	75 per cent	Survey/Questionnaire	Training delivered to 2,107 beneficiaries
MDP	4, 16	Strengthened knowledge, skills and awareness of country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences GEEW and LNOB	Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully	85 per cent	75 per cent	Survey/Questionnaire	Training delivered to 2,750 beneficiaries
MDP	4, 16	Enhanced skills on conflict resolution, negotiation and mediation GEEW [New]	Percentage of beneficiary respondents who confirmed their negotiation skills have increased	Not applicable	75 per cent	Survey/Questionnaire	Training delivered to 260 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
MDP	13, 16	Enhanced capacity of country delegates to participate effectively in intergovernmental climate change processes GEEW [New]	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Not applicable	75 per cent	Survey/Questionnaire	Training delivered to 200 beneficiaries
MDP	16	Strengthened knowledge and awareness of the political and constitutional role and responsibilities of the Security Council, General Assembly, and other organs of the United Nations GEEW [New]	Percentage of participants replying they have increased their awareness of the United Nations Resolution for the QCPR and its process	Not applicable	75 per cent	Survey/Questionnaire	Training delivered to 13 beneficiaries
MDP	16	Raised awareness on the SDGs, its relationship with the private sector, meeting the Goals and targets, harmonization between institutions and monitoring and	Percentage of beneficiary respondents agreeing or strongly agreeing that their knowledge has increased on the subject matter	Not applicable	75 per cent	Survey/Questionnaire	Training delivered to 150 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		evaluation of the Goals GEEW [New]					

Assumptions and external factors

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

Strategic Objective 2.3

SO2. People and social inclusion					2.3 Promote health for all, particularly the most vulnerable people and countries		
Achieving Universal Health Coverage and building strong, resilient health systems requires public, private, people partnerships. Ensuring that low resource countries have essential institutional capacities, structures, systems and financing in place to tackle the most pressing health challenges like non-communicable diseases in a sustained and sustainable manner. This sub-objective aims to support countries' progress towards achieving SDG 3.							
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
The Defeat-NCD Partnership (Defeat-NCD)	3	National NCD Capacity Building GEEW and LNOB	Number of programme countries receiving technical assistance	5	4	Report/LOP	<p>Conduct country assessment missions,</p> <p>Develop country costed action plans,</p> <p>Revise and keep updated the methodology for costed action planning,</p> <p>Support/ create national NCD units,</p> <p>Strengthen national governance and coordination for NCDs,</p> <p>Develop and test an operating model for cancer and chronic respiratory diseases,</p> <p>Develop health management information system/ monitoring and evaluation system for NCDs</p>
Social Development Programme (SDP)	3	Increased capacity of stakeholders in surgical, obstetrics and anaesthesia	Percentage of trained beneficiaries confirming having met learning	92.6%	85 per cent	Report/LOP, Other	<p>Implementation of 3 pilot projects</p> <p>Training delivered to 2,000 beneficiaries</p>

		services GEEW and LNOB [New]	objectives mostly or fully				
SDP	3	Improve infant and maternal health and nutrition in target populations GEEW and LNOB	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills [RD]	Not applicable	85 per cent	Report/LOP	Training delivered to 2,000 beneficiaries

Assumptions and external factors

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

Strategic Objective 3.1

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, we will continue to work with various partners, including a broad spectrum of UN entities and national educational institutions, to design, develop and implement learning strategies as a pathway to achieving green, low-carbon and climate resilient development. We will focus on developing both foundational knowledge and applied skills in the analysis of climate vulnerabilities and risks, the identification and prioritization of response measures and in the design and implementation of strategies to promote green growth and climate change resilience.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Green Development and Climate Change Programme Unit (GCP)	13	Countries make progress in advancing their climate learning strategies and mobilize resources for implementation, leveraging cross-sectoral and multi-stakeholder collaboration	Number of climate change learning actions implemented [New]	Not applicable	12	Reports/LOP	Relevant officials from 2 new countries receive technical and financial support to take a strategic approach to climate change learning and help them achieve their climate commitments [New] 2 regional platforms are strengthened [New]
Green Development and Climate Change Programme Unit (GCP)	13	The capacity of education and training institutions is enhanced to design and implement climate learning education that is country-	Number of beneficiaries accessing country-driven, gender sensitive, inclusive climate change learning [New]	Not applicable	1,000	Reports/LOP	4 new tools and resources on climate change developed [New] 2 national events on the integration of climate change into school curricula and education system held [New]

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		driven, gender sensitive, inclusive, and integrates longer-term climate change learning objectives to education plans					
Green Development and Climate Change Programme Unit (GCP)	13	Youth have identified ways to use knowledge, information and skills and make practical applications that promote climate change in their context	Percentage of young people participating in UN CC:Learn activities that report having made a practical application of the knowledge acquired [New]	Not applicable	70 per cent	Reports/LOP	15 Youth Climate Dialogues organized [New] 2 TEDx event organized, [New] 3 climate change learning resources made available to youth [New] 1 radio/TV programmes on climate change with a youth focus delivered [New]
Green Development and Climate Change Programme Unit (GCP)	13	Citizens and professionals are able to take individual action on climate change using knowledge and skills acquired, and mobilize to influence the climate change debate and action taken in their contexts.	Percentage of citizens and professionals participating in UN CC:Learn activities that report taking climate action or making climate-friendly decisions [New] Number of certificates [New]	Not applicable Not applicable	70 per cent 140,000	Report/LOP Internal unit monitoring data	2 learning resources on climate change related topics targeted at the global public, 4 exchange events on climate change for the global public organized through alumni network, 6 learning resources on climate change related topics targeted at professionals from different sectors,

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
							4 exchange events on climate change for professionals organized through alumni network, 2 editions of the Climate Classroom delivered, 4 tailored learning packages developed for climate vulnerable countries Training delivered to 200,000 beneficiaries [New]
Green Development and Climate Change Programme Unit (GCP)	8, 12	Individual and institutional capacities for national green development strategies and policy reforms strengthened GEEW and LNOB	Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	8	2	Partner reports	Three additional online courses designed and delivered in collaboration with key PAGE partners.
			Number of training modules endorsed by the international PAGE partnership	8	2	Partner reports	technical advice and grants provided to national or regional training institutions to 3 new countries
			Number of training institutions participating in a green economy learning network		2	Training modules	24 virtual or face to face learning network events provided

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration		4	Report/LOP	Technical advice and grants provided to national or regional training institutions to additional 6 countries
			Number of policy makers trained on Poverty Environment action [New]	Not applicable	100	Internal unit monitoring data	Training delivered to 500 beneficiaries
			Number of countries specialized e-learning course on green economy [New]	Not applicable	6	Internal unit monitoring data	Training delivered to 300 beneficiaries
			Number of country tailored training products [New]	Not applicable	8	Report/LOP	Training delivered to 500 beneficiaries
			Number of countries supporting a green recovery in Central America [New]	Not applicable	8	Report/LOP	
			Number of people trained [New]	Not applicable	1000	Internal unit monitoring data	Training delivered to 1,000 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			Number of countries with green economy learning assessments / action plans developed through multi-sectoral and multi-stakeholder collaboration	Not applicable	2	Internal unit monitoring data	enabling peer-learning up to 40 participants from ASEAN member states through a virtual training to enhance regional coordination on green recovery strategies.
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 GEEW and LNOB [New]	Free E-learning course on Gender, Human Rights, Climate Change and Renewable Energy developed with UNEP and UN Women	Not applicable	1	Other	Training delivered to 5,000 beneficiaries 150 participants in webinar on Gender, Human Rights, Climate Change and Renewable Energy organized with UNEP and UN Women
			Number of new or fully upgraded climate change learning products	Not applicable	21	Survey/Questionnaire	self-paced course open to the general public
			Number of actions done in collaboration with FAO, UNESCO and UNITAR	Not applicable	4	Report/LOP	Training delivered to 1 beneficiary
			Number of planning actions	Not applicable	2	Report/LOP	
			Online training on Sustainable and Climate Resilient Infrastructure	Not applicable	1	Report/LOP	Training delivered to 20 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			New e-course on Climate Change and Peace and Security for field mission	Not applicable	1	Internal unit monitoring data	Training delivered to 100 beneficiaries
			UNECE e-course on emission inventory affiliated to UN CC:Learn	Not applicable	1	Internal unit monitoring data	Training delivered to 1,000 beneficiaries
			Number of joint outreach materials developed [New]	Not applicable	8	Internal unit monitoring data	Number of people we reached out to with materials –3,000
GCP	13	Systematic and results-oriented learning strategies and plans, as a pathway towards achieving national climate change goals developed and under implementation at country level GEEW and LNOB [New]	Number of countries with climate change learning strategies in place and under implementation	Not applicable	21	Survey/Questionnaire	Training delivered to 45 beneficiaries
			Number of Zambia's National Climate Change learning strategy actions implemented	Not applicable	2	Report/LOP	Training delivered to 1 beneficiary

Assumptions and external factors

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

Strategic Objective 3.2

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Chemicals and Waste Management Programme Unit (CWM)	12	Strengthened stakeholder ownership, governance and institutional capacities for chemicals and waste management LNOB and GEEW	Number of multi-stakeholder coordination mechanisms in place	not applicable	8	Survey/Questionnaire	Training delivered to 647 beneficiaries
			Number of national chemicals legislation/policies drafted	4	4	Test results	
			Number of national officer trained on Open burning of wastes	Not applicable	100	Other: Internal unit monitoring data	
			Number of people trained on e-waste related issues	Not applicable	100	Functional/Operational GHS website and online course	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			Number of participants in the waste management and GHS online course	Not applicable	150	Other: Internal unit monitoring data	
			Number of stakeholders trained through the Information Exchange Platform [New]	Not applicable	100	Other, Survey/Questionnaire	
CWM	12	Increased access to and awareness of key tools to improve national capacity for sound chemicals management LNOB	Percentage of policy maker/ stakeholder respondents affirming that access has increased via the IOMC Toolbox	100	50	Survey/Questionnaire	
			Percentage of policy maker/ stakeholder respondents affirming that awareness has increased via the IOMC Toolbox	100	70	Survey/Questionnaire	Training delivered to 661 beneficiaries/stakeholders
			Number of e-learning modules	28	15	Other: e-learning modules	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			addressing chemicals Number of awareness raising materials and tools on Chemicals and waste developed	Not applicable	5	Other: materials available	
CWM	12	Improved national capacities to implement chemicals and waste management conventions, including capacity to reduce POPs, and capacity to mobilize financial resources	Number of national officers being trained on PCB related matters [New] Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements [RD]	Not applicable Not applicable	200 4	Survey/Questionnaire Draft reports	Training delivered to 200 stakeholders
CWM	12	Improved capacities to reduce adverse effects of mercury on human health	Number of countries having identified priority actions for implementation of the Minamata	0	2	Internal unit monitoring data, access to final reports	Training delivered to 398 beneficiaries/ stakeholders

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		and the environment LNOB and GEEW	Convention for the Minamata Convention Number of countries that have finalized the Minamata Initial Assessments under the GEF Framework Number of mercury inventory reviews and training events done in close cooperation with Basel/Stockholm Regional Centres	4 2	2 3	Internal unit monitoring data, access to final reports Internal unit monitoring data	Five guidance documents produced Advisory services delivered to targeted countries
CWM	12	Improved monitoring of chemical transfers and emissions to air, water, and land	Number of guidance documents produced Number of people trained on PRTR principles	5 Not applicable	8 100	Other Survey/Questionnaire, LOP	Training delivered to 100 beneficiaries
SCYCLE	12	Improved national capacities to implement	Number of multi-stakeholder coordination	Not applicable	1	Report/LOP	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		chemicals and waste management regimes, including capacity to reduce POPs, and capacity to mobilize financial resources LNOB and GEEW	mechanisms in place				Training delivered to 3 stakeholder beneficiaries Updated tools for EU members states for E-waste Statistics
SCYCLE	12	Strengthened stakeholder ownership, governance and institutional capacities as regards the production, usage and final disposal of ubiquitous goods	Research papers, policy briefs and monitors developed	Not applicable	2	Report/LOP	New Tools and Guidance for EU members states for plastic waste Advisory services for the partners Generation of e-waste data sets for e.g. Lebanon, Bahrain, Balkan states etc. Online training on E-waste statistics and legislation assessment framework Training delivered to 6 stakeholder beneficiaries Finding the awareness about the challenges and opportunities of e-waste and the skills to collect and improve national, regional and worldwide e-waste statistics.

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
							<p>Training delivered to 11 stakeholder beneficiaries</p> <p>Development of the next Global E-waste Monitor 2022</p> <p>Development of at least one additional Regional E-waste Monitor</p> <p>Maintenance and further improvement of the globalewaste.org online data base</p> <p>Scientific leadership of a research project on criminal shipment of wastes</p>
SCYCLE	12	Increased access to and awareness of key tools to improve national capacity for treatment of electrical and electronic products LNOB and GEEW	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international conventions and other agreements	Not applicable	2	Report/LOP	Training delivered to 2 stakeholder beneficiaries
Green Development and Climate Change Programme Unit (GCP)	12	Improved national capacities to report on implementation of Basel and Stockholm Convention [New]	Number of countries preparing a strategy to manage chemicals and hazardous chemicals under the international	Not applicable	185 parties	Survey/Questionnaire	self-paced course open to general public

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			conventions and other agreements				
			Number of multi-stakeholder coordination mechanisms in place	Not applicable	161	Survey/Questionnaire	self-paced course open to general public
			Number of multi-stakeholder coordination mechanisms in place	Not applicable	188	Survey/Questionnaire	self-paced course open to general public

Assumptions and external factors

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

Strategic Objective 3.3

SO3. Planet, environmental protection and restoration, and climate change					3.3 Improve the conservation and sustainable use of natural resources		
Activities under this sub-objective will focus on the enhancement of capacities of key stakeholders to contribute to the implementation of internationally agreed environmental obligations. New programming will include renewable energy and cooperation in the production and management of clean energy technology; legal, technical and other capacities for legal frameworks pertaining to oceans and seas; and ecosystem-based approaches to protect marine and coastal ecosystems.							
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Green Development and Climate Change Programme Unit (GCP)	14	Increased knowledge of key stakeholders of equitable sharing of benefits from genetic resources in accordance with international legal regimes LNOB	Number of knowledge hubs for the demonstration of Ocean Management developed under use [RD]	Not applicable	10	Survey/questionnaire	<p>Agreed specification for the construction of a high-end knowledge hub to support improved Ocean Management developed</p> <p>Provision of ongoing performance guidance for use of the hub</p> <p>Knowledge translation platform (KTP) completed and launched</p> <p>At least two fully functioning Learning Pathways implemented</p> <p>KTP user manual finalized and launched</p> <p>KTP user survey conducted</p> <p>KTP long-term funding strategy developed.</p>

Assumptions and external factors

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

Strategic Objective 4.1

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
The Defeat-NCD Partnership (Defeat-NCD)	3	Long-term sustainable financing models for NCD programming established in low-resource countries GEEW LNOB	Increased financing for NCDs in support of National Costed Action Plans and Defeat-NCD Partnership Strategy	More than US\$ 5 million	US\$ 5 million mobilised for NCD programming	Report/LOP	<p>Conduct country assessment for domestic NCD financing,</p> <p>Develop system for NCD finances tracking/ pooled funding,</p> <p>Develop innovative products for NCD financing,</p>

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
							Support countries for health protection / insurance, Resource mobilisation for costed action plans
Hiroshima Office (HO)	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (South Sudan) GEEW and LNOB	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	86 per cent	70 per cent	Survey/Questionnaire	Training delivered to 75 beneficiaries
HO	5, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme) GEEW and LNOB	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies [New]	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 5,250 beneficiaries
HO	8	Enhanced transferrable skills of youth, including entrepreneurial skills, knowledge and attitudes	Percentage of youth attending learning events who confirm learning objectives	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 100 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		GEEW and LNOB [RD]	were mostly of fully met [RD]				
HO	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Iraq) GEEW and LNOB [New]	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 330 beneficiaries
HO	8, 10	Increased awareness of creative economy and of its potential for socio-economic development GEEW and LNOB [New]	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 114 beneficiaries
HO	8, 10	Enhanced knowledge and skills to mainstream gender equality and women's empowerment into government policy GEEW and LNOB [New]	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 60 beneficiaries
HO	3, 8	Optimised use of technologies for better decision	Number of countries implementing	Not applicable	2	Report/LOP	2 countries roll-out the solution to report availability and stock levels of NCD supplies

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		making GEEW and LNOB [New]	new innovative solutions to improve health data collection and analysis				
Nigeria Project Office (NPO)	4, 8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes	Percentage of youth attending learning events who confirm learning objectives were mostly of fully met	Not implemented	70 per cent	Report/LOP	Training delivered to 17 beneficiaries
Public Finance and Trade Programme (PFTP)	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes LNOB and GEEW	Percentage of youth attending learning events who confirm learning objectives were mostly of fully met [RD]	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 100 beneficiaries
PFTP	8	Increased awareness among officials to foster good practice and exchange of ideas using innovative learning methodologies,	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using	97 per cent	70 per cent	Survey/Questionnaire	Training delivered to 150 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		including e-Learning and reaching out to female officials who will not otherwise have access to learning opportunities (Financial Literacy and Master's Programme) GEEW and LNOB [RD]	innovative learning methodologies				
PFTP	2, 8	Enhanced knowledge and skills of trade and intellectual property-related stakeholders at the national level with an aim to fostering innovation (TFSN) LNOB [New]	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 140 beneficiaries
PFTP	3	Increase awareness, create knowledge and skills of various societal stakeholders to develop and implement measures that	Percentage of beneficiary respondents confirming having met learning objectives mostly or fully	Not applicable	70 per cent	Test results	Training delivered to 70 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		decrease food waste LNOB					
PFTP	8	Enhanced transferable skills of youth, including entrepreneurial skills, knowledge and attitudes (Entrepreneurship Programme) LNOB [New]	Percentage of beneficiary respondents reporting increased awareness on fostering good practice and exchange of ideas using innovative learning methodologies	Not applicable	70 per cent	Survey/Questionnaire	Training delivered to 100 beneficiaries
PFTP	1	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	Percentage of beneficiary respondents conforming having met learning objectives mostly or fully	Not applicable	70 per cent	Test results	Training delivered to 150 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		management with a view to securing adequate financing for development (PFTP e-Learning courses)					
Social Development Programme Unit (SDP)	11	Enhanced knowledge of civil aviation authorities on airport management as engines for economic growth and development GEEW and LNOB	Percentage of beneficiaries' respondents reporting strengthened knowledge, awareness and/or skills [RD]	Not applicable	85 per cent	Report/LOP	Training delivered to 300 beneficiaries

Assumptions and external factors

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

Strategic Objective 5.1

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 will continue to play an important role in supporting a better informed and evidence-based decision-making processes by the UN system and Member States, in developing solutions with an integrated approach and in reaching more beneficiaries.	

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
United Nations Satellite Centre (UNOSAT)	16	Improved decision making through enhanced analyses and maps routinely available to support decision making processes related to human security and human rights issues GEEW and LNOB	Percentage of eligible requests for support met Percentage of requester agreeing that analysis provided was useful for decision making or operational coordination	100 per cent Not applicable	100 per cent 70 per cent	Survey/Questionnaire, Internal unit monitoring data Internal unit monitoring data	Provision of satellite based analysis Training delivered to 20 beneficiaries UNOSAT Mapping Service activated 20 times per year for Human Rights purposes
UNOSAT	1,3, 11, 16	Improved routine access by international humanitarian community and Member States to high-quality	Percentage of requests supported Percentage of requester agreeing that	100 per cent Not applicable	100 per cent 70 per cent	Internal unit monitoring data Survey/Questionnaire	UNOSAT Mapping Service activated 15 times per year for humanitarian purposes in the context of REACH Training delivered to 175 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		satellite imagery analysis for senior level decision making and operational coordination & response in the field LNOB	analysis was useful for decision making or operational coordination Average number of views of GIS products published on UNOSAT's website	Not applicable	60 views per product	Internal unit monitoring data	UNOSAT Mapping Service activated 35 times per year for Humanitarian purposes [RD]
UNOSAT	13	Enhanced evidence-based decision making in Fiji, Solomon Islands, and Vanuatu by using CommonSensing solutions for DRR and CCA	Percentage of beneficiaries using skills in national or regional context	Not applicable	80 per cent	Internal unit monitoring data	Training delivered to 30 beneficiaries
UNOSAT	9,11, 13	Increased skills and capacity of national and regional experts to use satellite derived mapping and GIS for disaster risk reduction, emergency response and territorial planning and	Percentage of response to eligible backstopping requests [RD] Percentage of participants of UNOSAT's in person trainings who successfully	Not applicable Not applicable	100 per cent 80 per cent	Internal unit monitoring data Survey/Questionnaire	Ad hoc technical backstopping provided to a minimum of 8 national and regional partners, Establishment of the UNOSAT knowledge platform Training delivered to 120 beneficiaries

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		monitoring LNOB	achieve learning objectives Percentage of beneficiaries using skills in national or regional context	78 per cent	50 per cent	Internal unit monitoring data	
UNOSAT	9	Enhanced cooperation with partners through the provision of tailor-made solutions for leveraging geospatial information in decision-making LNOB	Percentage of partners agreeing that solution provided was useful for decision making	78 per cent	70 per cent	Internal unit monitoring data	Implementation of solution for project monitoring using satellite imagery and geospatial information
The Defeat-NCD Partnership (Defeat-NCD), UNOSAT, Social Development Programme (SDP)	8, 11	Optimised use of technologies for better decision making GEEW and LNOB [New]	Number of countries implementing new innovative solutions to improve health data collection and analysis	Not applicable	2	Report/LOP	2 countries roll-out the solution to report availability and stock levels of NCD supplies

Assumptions and external factors

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

Strategic Objective 5.2

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

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030 Programme Unit (Agenda 2030)	17	Strengthened capacities of pilot countries to adjust systems for integrated and coherent policy design and implementation and to promote more inclusive and agile institutions GEEW and LNOB	Share of training participants confirming their knowledge and skills for integrated and coherent policy design and reporting on SDGs have increased The beneficiary country applies the proposed methodologies on policy coherence and monitoring to adjust national systems for SDGs [New]	Not applicable Not applicable	70 per cent Methodology used for the design of SDG Action Plan and monitoring framework	Internal unit monitoring data Survey/Questionnaire	1 pilot country supported through training delivered to 60 beneficiaries, and on National SDG Action Plan and monitoring framework, SDG Communication Strategy Training on integrated planning delivered to 100 beneficiaries in other pilot countries A guidance developed on an effective learning approach to strengthening integrated policy-making on specific policy issues (e.g., fisheries crime, etc.)

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
			Share of training participants who believe they are better positioned to develop or implement coherent strategies, approaches and policies which are also aimed at ensuring No One is Left Behind (LNOB) [New] Degree of relevance of advisory services to support the development of a learning package using system thinking [New]	Not applicable Not applicable	70 per cent Relevant to Very relevant	Internal unit monitoring data Report	
Agenda 2030	17	Strengthened capacities of countries to close data gaps through better planning and partnerships and to leverage data analysis to inform decision-	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 Share of course participants indicating that they	Not measured Not applicable	30 per cent or more 80 per cent or more	Survey/Questionnaire Internal unit monitoring data	10 countries introduced to available data tools and products E-version of the Handbook on Statistical Organization made available jointly with UNSD 1'000 persons trained on environmental SDG indicators through joint UNEP-UNITAR-UNSIAP course

Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		making and reporting on the SDGs GEEW and LNOB	are better positioned to compile environmental SDG indicators [New] Share of polled data producers, users and other stakeholders indicating their awareness of specific opportunities, limitations and quality requirements to leverage citizen-generated data has increased	Not applicable	70 per cent or more	Internal unit monitoring data	60 citizen scientists benefit from coaching, 4 data sets produced by citizen scientists assessed on quality requirements from NSO perspective, 2 Policy Briefs with Impact assessment and updated guidelines on citizen science data for NSOs
Agenda 2030	4, 17	Well matched learning needs of individuals and organizations on SDGs ensuring effective SDG learning resulting in behavioural change GEEW and LNOB	Share of polled UNSDG:Learn respondents finding content relevant and guidance/search tools as effective [New] Percentage of polled participants of the Platform agreeing or strongly agreeing that their awareness of policy coherence and LNOB has increased [New]	Not applicable Not applicable	70 per cent or more 70 per cent or more	Survey/Questionnaire Survey/Questionnaire	UNSDG:Learn platform providing access to a range of SDG learning from 60+ partners New Task Force on SDGs4Business created under UNSDG:Learn 5,000 learners have self-assessed SDG competencies 2,500 learners benefitted from SDG e-learning

Assumptions and external factors

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

Strategic Objective 5.3

SO5. Support the indivisible and integrated nature of the 2030 Agenda				5.3 Equip institutions to improve the quality of learning opportunities			
Activities under this sub-objective will strengthen the capacities of training-related institutions, particularly those located in developing countries, to design and implement outcome-based learning in technical and vocational skills and lifelong learning opportunities.							
Programme Unit	SDG	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Agenda 2030 Programme Unit (Agenda 2030)	14	Strengthened capacities of pilot countries to adjust systems for integrated and coherent policy design and implementation and to promote more inclusive and agile institutions GEEW and LNOB [New]	Degree of relevance of advisory services to support the development of a learning package	Not applicable	Relevant to Very relevant	Feedback from the Partner Internal unit monitoring	Support provided to the design of a training toolkit to address fisheries crime
Agenda 2030	17	Strengthened capacities of representatives of NSOs, Ministries of Environment and other stakeholders to compile and use data for the	Share of course participants indicating that they are better positioned to compile environmental SDG indicators	Not applicable	80 per cent	Internal unit monitoring	Training delivered to 100 beneficiaries

		environment-related SDGs and on to promote cross-cutting data analysis. GEEW and LNOB [New]					
New York Office (NYO)	16	Increased understanding of the 2030 Agenda GEEW and LNOB [New]	Percentage of beneficiary respondents agreeing or strongly agreeing that their awareness of the subject matter has increased	Not applicable	70 per cent	survey/Questionnaire	Training delivered to 200 beneficiaries

FUNCTIONAL OBJECTIVES (FO)

Functional Objective 1

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Office of the Executive Director (OED)	Effective leadership with a view to promoting the Institute's strategic priorities and monitoring of corporate result	Percentage of corporate key performance indicators achieved within 80 per cent of target	89 per cent (2020)	80 per cent	Other: KPI internal monitoring data	Key performance indicators formulated and monitored to promote the implementation of strategic priorities
OED	Effective implementation of decisions / recommendations of oversight and governance bodies	Percentage of Board of Trustees recommendations implemented within specified timeline	82 per cent	80 per cent	Internal monitoring data and report	Reports produced of the Board of Trustees and subsidiary body sessions Reports of regular management meetings Internal policies developed and application effectively monitored
		Percentage of audit recommendations under sole UNITAR control implemented from previous external audit exercises	81 per cent	100 per cent	Report	Development/revision and implementation of policies and related actions to implement Board decisions/recommendations

Assumptions and external factors

The Institute is expected to achieve the expected results on the assumption that funding and staffing to support activities are secured in accordance with expectations and programme budget targets, and Board of Trustees provides the needed oversight, support and guidance.

Functional Objective 2.1

FO2. Strengthen programming for results	2.1 Further strengthen programme planning and improve accountability and organizational learning in delivering results
<p>Delivering effective, efficient and sustainable results in an increasingly resource-constrained and competitive environment requires policies, practices and systems to be in place to ensure accountability and organizational learning. Since 2010, the Institute has developed an integrated results-based management system with a monitoring and evaluation policy framework at its core. While systems and policies are in place for effective planning, monitoring, evaluation and performance reporting, promoting a results-based culture across the Institute where practices for strong accountability and organizational learning are given the right balance of attention is still in progress. During the 2022-2023 budget cycle, the Institute will continue to work towards addressing this imperative under the leadership of the Planning, Performance Monitoring and Evaluation Unit, including through a revised Evaluation Policy that places new emphasis on impacts of UNITAR's work.</p>	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Planning, Performance Monitoring and Evaluation Unit (PPME)	Maintained accountability in delivering results [RD]	Percentage of donor funded project documents having logical frameworks or other results formulations with indicators / performance measures	40 per cent	90 per cent	Internal monitoring of data of project recorded on the Project Tracking Tool	<p>Provision of methodological guidance and review of project documents and other results frameworks (e.g. annual work plans and results-based budgets);</p> <p>Awareness raising / training delivered to UNITAR staff on results-based management/ results formulation/theory of change/log frame;</p> <p>Two corporate results reports with CITSU;</p>
		Percentage of donor funded project documents having SDG alignment	23 per cent	75 per cent	Internal monitoring of data of project recorded on the Project Tracking Tool	<p>Coordination of results-based components of programme budgets;</p> <p>One Programme Performance Report (2020-2021);</p> <p>Draft report of the Secretary-General on UNITAR (2023),</p> <p>One SDG alignment exercise;</p>

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
						Coordination of 2 SFF annual narrative reports and liaison with SFF donors; Two UNSWAP evaluation and RBM KPIs monitored and reported
PPME	Strengthened self-evaluation function	Percentage of self-evaluations sampled complying with Monitoring and Evaluation Policy requirements for learning-related programming	Not applicable	90 per cent	Other: review of self-evaluation reports recorded on the Project Tracking Tool	Methodological guidance provided through job aides, templates and coaching Meta-analysis report of self-evaluation undertakings issued
		Percentage of sampled project completion evaluation reports that include findings, conclusions and recommendations	53 per cent	80 per cent	Other: review of project completion evaluation reports recorded on the Project Tracking Tool	Ten independent quality assessments/reviews of programme self-evaluations
PPME	Strengthened independent evaluation function	Proportion of recommendations from independent evaluations implemented by programming within six months of issuance	53 per cent	85 per cent	Other: Independent Evaluation recommendation tracking tool on Unitarinet	Two corporate measurements of application of learning Eight independent project evaluations Two independent programme/cluster evaluations Four impact stories developed
PPME	Effective knowledge integration and organizational learning	Managers from projects confirming that lessons learned informed the design of	86 per cent	80 per cent	Survey/Questionnaire	Repository updated on lesson learned One knowledge sharing forum on integrating lessons-learned for quality improvement in programming Two good practice documents developed

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		<p>future phases of those projects</p> <p>Percentage of projects in which lessons learned inform the design of future phases of those projects</p>	Not applicable	80 per cent	Survey/Questionnaire	

Assumptions and external factors

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

Functional Objective 2.2

FO2. Strengthen programming for results	2.2 Further strengthen the quality of UNITAR products and services
<p>Strengthening the quality of products and services has figured among the Institute's objectives since 2010, and Management has undertaken important steps in this direction with the identification and adoption of quality standards and processes. In 2017, UNITAR revised its Quality Assurance Framework for learning-related events to validate and strengthen quality, as well as provide a platform for sharing experiences and lessons on quality review. Further strengthening learning and related services is undeniably central to positioning UNITAR among the leaders in the training and capacity development industry.</p>	

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
PPME	Improved implementation know-how to align learning events with quality assurance tools	Percentage of sampled Quality Assurance Framework self-assessments meeting at least 8 of 10 criteria	Not measured	80 per cent	Other: Independent review of Quality Assurance Framework self-assessments	<p>Delivery of certification course on training development to UNITAR staff</p> <p>Methodological guidance provided to programmes for self-assessment against quality standards</p> <p>Ten independent reviews performed on Quality Assurance Framework self-assessments</p>
PPME	Endogenous learning strengthened contributing to quality improvement	Percentage of quality assurance review recommendations implemented	Not measured	85 per cent	Other: quality assurance review recommendations monitoring	<p>Recommendations submitted to programmes for quality improvement</p>

Assumptions and external factors

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

Functional Objective 3

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Administration and Procurement Unit (APU)	Improved efficiency and Speed in processing procurement transactions	New web-based procurement tool	Not applicable	Binary	Internal unit monitoring data	Regular processing of procurement requests and payments Support provided to Committee on Contracts
APU	Support for the smooth transition into New Oracle Cloud ERP [New]	Successful migration of all procurement related transactions	Not applicable	Transition complete by Dec'22 or in agreement with new deadlines by UNDP	Testing and monitoring data	Availability of all procurement related open POs
Finance and Budget Unit (FBU)	Re-create increased visibility of financial information in the new Oracle Cloud ERP for better project financial	Redevelopment of project financial dashboards for program personnel	Not applicable	31 July 2023	Internal unit monitoring data	Two basic financial dashboards or tools to help project financial planning and management

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
	planning and Management					
FBU	Create and maintain sound Accounting and Financial Reporting System in the new Oracle ERP	No material errors in the Financial Audits	Not applicable	31 May 2023	Test results	Unqualified Audit Opinions for the Institute's Financial Statements
Human Resources Unit (HRU)	Timely workforce profiling and alignment with corporate needs	Number of processing days for issuance of classification advice following request submission	At least 15 working days	At least 15 working days	Other	Classification advices issued for each classified post
		Number of processing days for contract issuance following requests submitted by programmes	7 working days	7 working days	Other	Proper contractual management
HRU	Improved opportunities for development	Timely renewal of LinkedIn license and distribution to	yes	LinkedIn Learning available to staff and in accordance with	Other	Renewal of LinkedIn Learning license

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
	of skills / competencies	programme units		circular AC/UNITAR/2019/09		
HRU	Improved efficiency in the administration of Recruitment process	Improvement of e-recruitment Tool [RD]	Not applicable	binary	Other	Improved functionality of e-recruitment tool
		Create and maintain consultancy roster in the new Oracle Cloud ERP [New]	Not applicable	31 May 2023	Other	Availability of roster for consultation by programme units
HRU	Support for the smooth transaction into new Oracle Cloud ERP [New]	Successful migration of human resources related transactions	Not applicable	Transaction completed by December 2022 or in agreement with new deadlines by UNDP	Testing and monitoring human resources and SSA vendor data	Availability of all human resources and SSA vendor data in the new system
Communications and Information Technology Support Unit (CITSU)	EMS aligned to the industry standards	Number of steps for the registration and enrolment reduced for event Managers	6 steps	3 steps	Internal unit monitoring data	EMS-Moodle integration
		New EMS running on the latest Drupal version, and visual identity and layout	Not applicable	binary	Internal unit monitoring data	the backend of EMS upgraded to the latest version

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		aligned to the website				
CITSU	Moodle-EMS integration for smooth data transfer	Number of steps for the reporting of participation and certification data for e-courses	Not applicable	2 steps	Internal unit monitoring data	Moodle-EMS integrated and data transfer function operational
CITSU	New tool to manage programme requests	Number of new tools designed and made available	Not applicable	2	Internal unit monitoring data	Contract request platform operational., Programme requests management system operational.

Assumptions and external factors

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

Functional Objective 4.1

FO4. Increase and diversify financial resources and partnerships	4.1 Increase and diversify partnerships and income in accordance 2022-2026 strategic and programme budget objectives
<p>As a project-based United Nations entity, partnership engagement and resource mobilization are critical and closely linked functional enablers for UNITAR to delivery on its mandate. Over the past five years, the Resource Mobilization Strategy and objectives have helped project the Institute on a path of growth, despite much financial uncertainty and the onset of the COVID-2019 pandemic in early 2020. On the revenue side, the Institute surpassed the strategy's income target of \$64 million by 2021. The size of projects has also increased during this period, from an average of \$221,000 to close to \$300,000 (31 August 2021). A new Partnerships and Resource Mobilization Strategy was endorsed by the Institute's Board of Trustees in November 2021, guiding UNITAR over the next six years. Under this new strategy, and recognizing that partnership engagement and resource mobilization are collective efforts led by Programme Units and Hosted Partnerships, but also supported by functional enablers, including in various capacities the Office of the Executive Director, Division for Operations, Finance and Budget Unit, Procurement and Administration Unit, and the Partnerships and Resource Mobilization Unit, the Institute will strive to secure increased partnerships and income through national level and UN country office programming, strengthened engagement with the business/private sectors, expanded hosted partnerships and increased loosely-earmarked strategic funds.</p>	

Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
Office of the Executive Director, Programme Units and Hosted Partnerships, Division for Operations, and Partnerships and Grants Oversight Unit (PGOU)	Increase in income to match programme budget targets	Amount of income mobilized to meet programme budget targets	\$68.10 million	\$73.582 million (rev: \$83.3 million)	Internal monitoring data provided from ERP	<p>Resource mobilization and partnership engagement (Programme Units and Hosted Partnerships)</p> <p>Review/signatures of donor, IP, procurement and other agreements to enable Programme Units and Hosted Partnerships engage in successful mobilization of resources and programming (FBU, HRC, APU, PGOU)</p> <p>Recording of agreements in centralized repository (PGOU)</p>

Functional Unit and Programmes	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
Office of the Executive Director, PGOU and Programme Units and Hosted Partnerships	Increased diversification of funding	Amount of income mobilized through engagement with UN country programming	Not applicable	\$10 million	Internal monitoring data	Coordination of monitoring and reporting on partnership and resource mobilization objectives (PGOU)
		Amount mobilized in soft-earmarked contributions for Strategic Framework Fund	\$2,638,976	\$5,000,000	Internal monitoring data	
		Amount of income mobilized through engagement with the private and business sectors	Not applicable	10 per cent	Internal monitoring data	Strategic engagement with donors for Strategic Framework Fund (OED) and private and business sectors and UN country programming (Programme Units and Hosted Partnerships)
PGOU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Number of processing days to complete DD reviews of Programme Unit self-assessments upon receipt of complete files	Not applicable	10 business days	Internal unit monitoring data	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships, IT support tool developed to support more effective DD and risk assessment processes and tracking of recommendations, Engagement and knowledge sharing with due diligence and risk assessment focal points across UN system, Reviews of financial agreements in accordance with policy requirements and monitoring of the application of related policy guidelines
		Percentage of IP agreements supported with DD exercises according to policy requirements	Not applicable	100 per cent	Internal unit monitoring data	
		Percentage of DD reports with recommendations monitored for implementation	Not applicable	100 per cent	Internal unit monitoring data	
		Percentage of financial agreements required for review reviewed within 7 working days	Not applicable	80 per cent	Internal unit monitoring data	

Assumptions and external factors

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

Functional Objective 4.2

FO4. Increase and diversify financial resources and partnerships	4.2 Effective and efficient due diligence for risk-informed partner engagement
<p>Strengthened engagement with implementing partners, private sector organizations and businesses and hosted partnerships is an important pillar of the 2022-2026 Partnership and Resource Mobilization Strategy. While partnership with these actors provides vast opportunities for growth, expansion in programming and advancing strategic objectives, engagement with these actors is not risk free and will require effective and efficient due diligence and risk assessment processes, closely monitoring of partner actions. An important pillar of the Partnership and Resource Mobilization Unit's work is to ensure that due diligence has been applied and that engagement with these partners is risk-informed and tolerated with realistic recommendations.</p>	

Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
PGOU	Efficient and effective exercises for risk-informed and risk tolerated partner engagement	Number of processing days to complete DD reviews of programme unit self-assessments upon receipt of complete files	Not applicable	10 business days	Internal monitoring of data	Independent due diligence and risk assessments performed for implementing partners, businesses and hosted partnerships
		Percentage of IP agreements supported with DD exercises according to policy requirements	Not applicable	100 per cent	Internal monitoring of data	IT support tool developed to support more effective DD and risk assessments processes and tracking of recommendations
		Percentage of DD related recommendations monitored for implementation	Not applicable	100 per cent	Internal monitoring of data	Engagement and knowledge sharing with due diligence and risk assessment focal points across the UN system Policy on engagement with private sector and businesses reviewed and revised

Programme	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of verification	Key output(s)
						Annual report on due diligence and risk with partners

Assumptions and external factors

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

Functional Objective 5

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

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
Communications and Information Technology Support Unit (CITSU)	Improved coherence in visual identity	Percentage of sampled communication products in compliance with communication guidelines	81 per cent	80 per cent	Internal unit monitoring data	Increased options for branding templates, branding guidelines training given to newcomers, guidelines for websites and other digital platform developed
CITSU	Increased outreach on social media	Percentage of increased followers on Twitter, Facebook and LinkedIn	12.2% increase on Twitter, 10.3% on Facebook and 88.7% increase on LinkedIn	10 per cent increase in Twitter and Facebook, 20 per cent increase in LinkedIn	Internal unit monitoring data	Information session given and guidance documents provided to communication focal points on social media for events., Provide coordination platform for programmes to submit content and training on the platform given.
CITSU	increased institutional information sharing with employees	Number of video messages recorded/promoted with updates from the OED and directors on	Not applicable	5	Internal unit monitoring data	videos posted on yammer, videos promoted internally through other channels to reach employees in other countries, follow up on comments/responses from employees a new communication strategy developed and approved, and action plans created [New]

Functional Unit	Result Area	Indicator(s)	Performance Measure 2020-2021 (Actual)	Performance Measure 2022-2023 (Target)	Means of Verification	Key output(s)
		UNITAR latest developments				
CITSU	Improved outreach by email marketing	Percentage of increase in email newsletter / course announcement recipients	Not applicable	10 per cent	Internal unit monitoring data	Regular coordination with communication focal points on content creation Provision of branded templates for units to follow.

Assumptions and external factors

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