




unitar

United Nations Institute for Training and Research

Mid-term Evaluation of the Implementation of the Strategic Framework 2018-2021





This evaluation was conducted by Dr. Dorothy Lucks, consultant and independent evaluator, under the guidance of a Reference Group, composed of three members of the UNITAR Board of Trustees. The UNITAR Planning, Performance Monitoring and Evaluation Unit provided support to the evaluator and liaised between the evaluator and the Reference Group and the other evaluation stakeholders. The findings, conclusions and recommendations expressed in the present report do not necessarily reflect the opinion of the partners, beneficiaries, Reference Group, UNITAR staff or management, or other evaluation stakeholders. The report is issued without formal copy editing.

The designation employed and the presentation of material in this report do not imply the expression of any opinion whatsoever on the part of UNITAR concerning the legal status of any country, city or area or its authorities or concerning the delimitation of its frontiers or boundaries.

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Foreword

In November 2017, the Board of Trustees welcomed the Institute's new strategic direction, marking a significant change in both organizational structure and programming with a focus on leveraging UNITAR to contribute to the implementation of the 2030 Agenda for Sustainable Development and to help Member States achieve the Sustainable Development Goals. A mid-term evaluation was included in the implementation of the 2018-2021 Strategic Framework to assess performance, support learning and inform any revisions to the Framework in the future.

The evaluation found the Strategic Framework and its implementation to be highly **relevant** in relation to responding to global challenges. According to the findings, the Institute shows an ongoing commitment to limiting and avoiding duplication of efforts and aiming for **coherence** between global capacity building actors through effective partnerships. The feedback on UNITAR's **effectiveness** in delivering results is uniformly high. There has been an effect of COVID-19 on programme delivery, with many activities delayed. Recent feedback from partners indicate that UNITAR has been extremely flexible and responsive to required changes. The Institute is seen by partners and beneficiaries as providing good value for money with **efficient** project management. The alignment of the Framework to the 2030 Agenda is found to be a definitive step towards contributing towards broader **sustainable development**. While there is evidence that UNITAR's activities contribute to impact and Member States' efforts of SDG achievement in different ways, larger scale **impact** is less visible which results mostly from the small and nimble nature of much of UNITAR's programmes. During the period of the Strategic Framework there is evidence of increasing attention to issues of countries in **special situations and vulnerable communities**, although a more explicit focus on human rights, youth and disability considerations would further strengthen an inclusive approach.

The evaluation identified some areas for improving current work through a set of five recommendation areas to inform the Framework's continued implementation and future strategic direction. The recommendation areas focused on:

1. **Responsiveness to the needs and priorities of intended users, donors and strategic partners.**
2. **Maintaining clear alignment with the present development agenda.**
3. **Programming focus on core functions for delivering maximum, longer-term results.**
4. **Delivering more and wider results through targeted fund-raising and cost-recovery.**
5. **Seeking to further understand and expand UNITAR's contribution to impact.**

The evaluation was managed by the UNITAR Planning, Performance Monitoring, and Evaluation (PPME) Unit and was undertaken by Dr. Dorothy Lucks, consultant and independent evaluator. The PPME Unit provided support, guidance and quality assurance.

We are grateful to the evaluator, UNITAR staff, participants, donors and partners, and the other stakeholders for providing important input into this evaluation.

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Executive Summary

1. Introduction

The importance of the 2018-2021 Strategic Framework

In 2017 UNITAR developed a new strategic framework covering the period 2018-2021. This represented a strategic shift for the organization. UNITAR strongly aligned the development of the 2018-2021 Strategic Framework (the Framework) with the 2030 Agenda for Sustainable Development and institutional results indicators with the Sustainable Development Goals (SDG) and targets.¹

UNITAR Strategic Framework and the 2030 Agenda

The Framework was developed in line with the 2030 Agenda, highlighting four of the five 'Ps' of sustainable development as thematic pillars: Peace, People, Planet and Prosperity as well as the fifth theme of 'cross-fertilization' that incorporated a number of integrated and cross-sectoral initiatives in line with the fifth "P" of the 2030 Agenda - Partnership. Similarly, UNITAR integrated several principles into the Framework such as the indivisible and integrated nature of sustainable development and the no one left behind principle to address vulnerability.

Purpose of the Evaluation

A Mid-Term Evaluation (MTE) was included as part of the Framework's implementation. Also, the Framework has been implemented during

a period of rapid change driving a desire for an evaluation of achievements to date and to gain an understanding of the success factors and challenges experienced in its implementation. An assessment of effectiveness before the end of the strategic period was designed to contribute to improving performance as well as to inform the preparation for a follow-up framework.

Methodology

This evaluation used a theory of change (ToC) approach that assessed UNITAR's implementation effectiveness against the expected causal pathway. The evaluation followed standard evaluation criteria and was guided by key evaluation questions for each criterion. It included guidance of a reference group, surveys and consultations with UNITAR staff, partners, donors and participants. This approach was adopted to ensure the validity and relevance of evaluation findings and outputs. There were some limitations. Due to limited time and resources, the evaluation relied on available secondary data and did not carry out any project level analysis. The reliance on electronic engagement due to COVID-19 restrictions resulted in interviews being conducted remotely leading to some challenges in contacting stakeholders. To address this concern, the consultation period was extended, and subjective views were triangulated to verify findings.

¹ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

2. Evaluation Findings

Relevance

The Strategic Framework and its implementation are highly relevant in relation to responding to global challenges. UNITAR is responding well to the demand of donors, partners and participants. The structure of the Framework around the “P”s of the 2030 Agenda is straightforward for staff, partners, donors and participants to understand. It is in line with the UNITAR mandate and provides a good mechanism for programming. The Framework also assists in placing emphasis on capacity development support to Member States, particularly the countries in special situations. With changing circumstances, partners and donors confirm that UNITAR responds proactively to shifts in priorities and the need to adjust approaches and budgets to maintain relevance to requirements.

Coherence

As an autonomous UN agency, UNITAR is seen by donors and partners as having a clear point of difference in the training sector. At present, UNITAR does not have a field network but does engage well in some countries, particularly where there are strong partnerships with other institutions. Engagement with the UN Sustainable Development Cooperation Framework (UNSDCF) is not well developed yet would provide an opportunity for UNITAR to increase connection at the country level and promote UNITAR’s role and capacity. The expertise and professionalism of staff is valued, but the added value and main attraction for establishing and maintaining a relationship with UNITAR is the organization’s capacity to operate at the national, regional and global levels with neutrality and with multilateral systems in place. This capacity could be given higher visibility to broaden UNITAR’s reach in the

sector. During programming, UNITAR is seen as working well as a partner – active in discussions on programming, aware of and responding to opportunities for synergy and aligning with global and other frameworks.

Effectiveness

The feedback on UNITAR’s effectiveness in delivery of results is uniformly high. Programmes are well-designed, in line with agreed objectives. The achievement of outputs at the project level across the divisions is generally positive. Feedback from stakeholders and participants during the evaluation confirmed the positive results that are documented. A key success factor is the efforts placed in the design stage of the projects and the willingness to adjust to specific needs of the implementing partners. Other important factors are the appropriate expertise of staff and resource persons and professional management of activities and events.

There has been a shift towards larger, multi-year programmes. To date, the results of these are promising and well-recognized by partners. Yet, the organization still relies heavily on smaller scale events as its mainstay of programming. Small-scale events are generally successful, the results are wider and more evident where the event supports efforts that are related to institutional strengthening and/or training of trainers. Similarly, small scale events with limited duration and funding are difficult to monitor changes beyond outputs and immediate outcomes so the achievement of results and the contribution towards strategic outcomes is difficult to assess. There is potential for a stronger approach for contribution planning, tracking and analysis at the divisional level to ensure effectiveness in relation to the strategic objectives. Also, a stronger focus on training

of trainers to facilitate wider reach with training material is a potential area for improvement.

There has been an effect of COVID-19 on programming, with many programmes and events being delayed, but recent feedback from partners indicate that UNITAR has been extremely flexible and responsive to required changes. Many events are now proceeding in the digital domain, in some cases with even wider reach than pre-COVID, whilst others have been unable to proceed. This means that response to the pandemic needs to be closely discussed with the donors and implementing partners. The response from stakeholders during the evaluation is that UNITAR is advanced in these discussions compared to their work with other partners and UNITAR is able to be more flexible and responsive due to its excellence in communication, expertise and commitment to positive solutions. Further solutions need to be considered on a case-by-case basis.

Given that the expertise of staff is a strength, the substantial amount of time that key personnel spend in resource mobilization activities detracts from time that could be invested in effective programming. While management

time is required to support fundraising, there are aspects of fundraising that could be pursued more effectively by promoting UNITAR's role, by promoting programmes that are already successful and by engaging in larger scale, multi-year programming. There are opportunities for more integrated programming between divisions, but only in specific, carefully targeted interventions where the potential of added value from integration is clear. There could also be greater inclusion of cross-cutting issues in programme design such as focus on human rights, gender equality, disability and support to vulnerable groups.

Efficiency

UNITAR is seen by partners and beneficiaries as providing good value for money. Furthermore, project management is considered efficient because results are generally delivered on time and within budget. Where adjustments have been required, UNITAR is respected for being in close contact with partners to discuss requirements. However, there are challenges to efficiency. UNITAR's business model is based on a programme-driven fundraising approach and the average project size is small. The average project value with an average duration of 11



months is \$223,833 and if the 8 large projects (>\$3 million) are counted separately, the average value per project drops to \$174,080. For a small organization with few administrative staff, this places a heavy burden on resource mobilization and contract management functions. While most UN agencies are faced with declining core funding and a shift towards voluntary contributions earmarked for specific purposes, UNITAR's small project size means that a high proportion and increasing amount of staff effort is required in non-content-related work.

The Strategic Framework Fund (SFF), established in November 2018, has potential to be a cost-effective vehicle for pooling loosely earmarked funds, but its performance is yet to be demonstrated as an instrument to meet the needs of countries in special situations and other vulnerable groups. Feedback from donor respondents was that they are watching the performance of the SFF with interest but that the criteria for selection of projects needs to be clearer and the results generated clearly reported. Another potential avenue for increased leveraging of funds is increased integration into the UN system at the country level through mechanisms such as Common Country Analyses (CCA) and the UNSDCF.

A further issue is the loss of revenue resulting from allowing exceptions to full cost recovery rates. In interviews, external stakeholders did not indicate any concern with pricing, recognising the level of service and added value of working with UNITAR. However, since 2016, there has been an impact of \$991,992 in discounted fees with a further \$226,714 future financial impact expected in the next two years. This amount is significant given the lack of non-earmarked funds

to the General Fund since there is no allocated buffer to absorb discounted rates. Consequently, this leads to lower than expected funds being available for corporate operations and places financial strain on internal systems.

Sustainability

Sustainability was assessed in two ways, the sustainability of programme results, where applicable, and UNITAR's broader contribution to sustainable development through the Strategic Framework approach. Both staff and external stakeholders were clear that UNITAR is committed to sustainability and that programming is explicitly aimed to achieve more sustainable outcomes. This occurs through the sustainable change in knowledge and capacity of the individual participants, and also through institutional change in some cases where UNITAR's support is designed to support institutional strengthening, particularly with longer term engagement. A clear intervention and exit strategy can assist in defining expected pathways to sustainability. The alignment of the Framework to the 2030 Agenda is a definitive step towards contributing towards broader sustainable development. There is a clear shift within the organization to not only aligning with the 2030 Agenda but in embedding 2030 Agenda principles, knowledge and practice across all activities, not only events and initiatives with a 2030 Agenda focus.

Impact

The assessment of impact is challenging because in general, there is little tracking of impact in UNITAR apart from follow-up evaluations to assess the extent to which training has been applied or has given rise to higher level outcomes. Given the limited project level and

corporate resources available for evaluations, the level of impact data is sparse. Staff, stakeholders and participants all expressed interest in greater follow-up to check on and build on results to attain greater impact. Nonetheless, the feedback directly from participants during this evaluation indicates that the impact of UNITAR's support may already be more far-reaching than expected or presently reported.

Reports from participants and partners suggest that the learning, particularly in training-of-trainer events, mostly in the Peace-related training, are being passed on to a wider audience. This is occurring particularly where participants are themselves teachers, trainers or in a position of influence within a country or community. Yet, even direct participants in most cases during the evaluation focus group discussions mentioned that they had transferred knowledge either formally or informally to other people, engaged in activities where training content was then included in changing work practice, was embedded in organizational training or was shared with colleagues and friends, building their knowledge and capacity. This finding aligns with the results of the follow-up survey carried out annually on the application of knowledge and skills. However, these results and the actual impact achieved within each country supported could be better documented and showcased to demonstrate wider impact. The impact stories launched in 2018 are a good step in this direction and if developed more systematically could provide useful learning on what impact is being achieved, and how wider benefits could be achieved.

Crosscutting Issues

During the period of the Framework there is evidence of increasing attention to issues of countries in special situations and vulnerable

communities. UNITAR's main partners are already committed to improving outcomes for those left behind and so programming for these is integral. There has been some feedback that more can be done to raise the profile of strategic and transformational approaches to gender equality.

The feedback from beneficiaries was that UNITAR strongly promotes and strengthens knowledge on environment, gender equality and human rights but there is less attention to young people and Indigenous Peoples, particularly disability. In addition, given the predominant focus on English language courses, there are some barriers for non-English speakers. These are all areas where programming could be strengthened. There has been a strong focus on learners from the government sector, with some 50 per cent of beneficiaries in 2017 and previous years, although that is decreasing now to 34 per cent in 2018 and 22 per cent in 2019. The shift is mostly due to the marked increase in CC:Learn participants that have a higher proportion of young people and those younger people interviewed during evaluation did demonstrate high potential for influencing others through teaching, coaching and mentoring other community members, informally.

3. Conclusions related to the key evaluation questions

The below conclusions are developed to respond to the five key evaluation questions incorporated in the MTE assessment criteria.

Is UNITAR reaching the needs and priorities of intended users, donors and strategic partners?

UNITAR has demonstrated the ability to reach out to country governments worldwide and be engaged in strategic processes that help to identify national and localized needs and priorities. Donors and strategic partners highly appreciate the responsiveness of UNITAR to their needs and priorities, as well as clarity in what can and cannot be addressed by UNITAR resulting in expectations of donors and partners that are generally met or exceeded. UNITAR works closely with partners to identify the needs of end-users and this results in positive feedback on UNITAR events and initiatives from participants. Yet, UNITAR still has relatively low visibility in the international training sector and across UN agencies so there is potential for carefully managed growth. The role of UNITAR and its comparative advantage in its functions could be more clearly defined and articulated to external parties. The functions as articulated in the UNITAR Statute are training and research. The Framework expresses the functions as capacity development; knowledge services; knowledge and experience sharing; learning and knowledge strategies, approaches and methodologies. The attention of UNITAR on responding to donor demand and outputs leads to a diffuse range of activities and events that satisfy partner demands, but do not clearly

demonstrate how UNITAR is delivering its core functions to achieve contribution to the SDGs.

Does the Strategic Framework 'fit' the present development agenda?

UNITAR's alignment to global development agendas and frameworks, particularly the 2030 Agenda is recognized by strategic partners. UNITAR's partners value the credibility and neutrality of UNITAR within the current development context. This is a comparative advantage that attracts and retains many partners. Structuring the Framework on the 2030 Agenda provides an important entry point for country relations and for substantive programming. Consequently, the Framework and its implementation provides a positive approach for UNITAR to align with the 2030 Agenda. This suggests that there is not a need to substantially amend the Framework for the next five-year period; rather UNITAR can improve the articulation of how the Framework is being implemented, and how the results across each division contribute to the strategic objectives. As more countries initiate UNSDCFs from 2021 onwards, it will be important to ensure that UNITAR programming is also responsive to needs and priorities identified in CCAs for UNITAR to contribute to collective UN support for achieving the 2030 Agenda.

How effective has programming been in delivering results?

There is, in general, strong feedback on UNITAR's ability to deliver results. Programmes are considered to be well-designed, consultative, professionally managed, and with up to date and appropriate content. All stakeholders highlighted the importance of effective communications by as an enabling factor in successful programming and achieving results. Past programme

participants contacted, appreciate and value the programme content. Opportunities for knowledge sharing between participants brings more cultural awareness and richness to the learning. Respondents suggested that more effort could be invested to contextualize materials, be more culturally aligned and provide local language written summary content to facilitate knowledge sharing. The move to larger, multi-country programmes potentially could bring stability through multi-year funding and will also give more visibility for UNITAR. Despite the move towards larger projects, the capacity of the organisation is currently more geared towards delivery of smaller short-term events (short term contracts and reliance on consultants). UNITAR's attention on frontier technologies is noted, particularly in UNOSAT. In general programme delivery is considered effective and fit-for-purpose. Donors and partners consider UNITAR's flexibility and adaptability as a strength in delivering results; this has been evident during the COVID-19 context, leading to positive feedback on UNITAR's capacity to respond effectively.

Has UNITAR delivered results in a cost-efficient manner?

UNITAR is a relatively small organisation, that is relevant and efficient, but its potential is limited by scarce resources. Most funding (98 per cent) is tied to specific events or initiatives that leaves limited resources for strategic initiatives, maintaining staff and quality management processes. Despite these challenges, UNITAR still manages to reach an increasing number of beneficiaries through increasingly efficient approaches such as online courses. The feedback from donors was that UNITAR delivers well on targeted results, with few delays and within budget and so cost efficiency and

professionalism of UNITAR are rated highly. Yet, the business model requires management staff to spend substantial human resources on funds mobilisation that can compromise attention on delivering results which contribute to achieving strategic outcomes. While the expertise of management staff is required to drive funding, the mechanisms for fundraising can be more strategic and managers more supported in resource mobilization activities. COVID-19 has led to increased competition for decreased available funding that brings risks to the current strategic trajectory towards bigger projects.

To what extent has UNITAR contributed to impact?

Partners confirm that UNITAR has good capacity in delivery of quality products that are creating good and, in some cases, excellent, direct and wider impact through the actions of those who have built their capacity, skills and knowledge through events. Most past participants contacted provided positive feedback of the significant impact that UNITAR has on their capacity and in some cases their way of life. Therefore, focus on support for curriculum development and training of trainers multiplies and amplifies benefits of UNITAR's efforts. UNITAR is active in advocacy for inclusion of countries left behind, in special situations and for vulnerable populations, particularly relating to gender equity. However, a more explicit focus on human rights, youth and disability considerations would further strengthen an inclusive approach. Donors and partners agree that UNITAR advocates for vulnerable groups, and although the proportion of individual learners is declining, the absolute number in these groups is still being maintained. The most important impact for vulnerable groups is through systemic change in countries and institutions.

4. Lessons Learned

The following lessons arise for further consideration in future decision-making and programming.

- The Strategic Framework aligned to the 2030 Agenda is powerful on the global stage and is also recognised at the local level so is an effective framework to adopt and continue.
- UNITAR, as a small agency, cannot easily directly reach the most vulnerable populations in its countries of operation. Yet, UNITAR's partnerships with relevant institutions that support the most vulnerable enable UNITAR to influence sustainable solutions without direct intervention. Working at the institutional level does lead to positive benefits for vulnerable people.
- UNITAR's work on frontier technologies is highly valued and has a large potential to influence all areas of UNITAR's work. UNITAR has a natural inclination towards innovation and technology which should be nurtured but not forced where it is likely to be resource intensive without sufficient return.
- While UNITAR is more expensive compared to some other capacity building actors the quality of their activities is high enough to warrant the extra pricing and strategic partners appreciate the quality of activities.
- UNITAR's impact is evident through informal and unexpected channels such as the sharing of knowledge by participants through personal networks.

5. Recommendations

Based on the conclusions and the direct feedback from partners, donors, participants and staff, the following five areas of focus and related specific recommendations are provided to inform the on-going implementation of the Framework and future strategic direction.

1. Responsiveness to the needs and priorities of intended users, donors and strategic partners

- UNITAR should grow its profile through identified strengths including association with the UN name, responsiveness to demand and extensive expertise.
- UNITAR can capitalize more on the work that it already does to encourage existing and potential partners to replicate successful programmes and projects. UNITAR should more actively package and promote what has worked to current or potential partners for replication in other countries or contexts. This will generate higher value from proven approaches.
- UNITAR should increase linkages to the UN system, particularly through the UNSDCF process which would provide an opportunity for UNITAR to increase presence at the country level, grow its profile and contribute to UN efforts through its mandated functions. UNITAR could leverage strategic partnerships and networks at the regional and country level in a manner similar to the engagement approach of the New York office to become more involved in the UN Sustainable Development Country Framework process. This can be

carried out in a phased manner initially targeted on countries with current levels of engagement, gradually linking to other countries with high potential for engagement.

- UNITAR must continue to liaise very closely with donors and partners, recognising that excellence in communication is an underlying success factor that must not be compromised.
- UNITAR should place more attention on follow-up with partners and participants to keep them informed of UNITAR's activities in their sphere of interest and influence and maintain and expand engagement.

2. Maintaining clear alignment with the present development agenda

- The current strategic alignment to global frameworks should be maintained for at least the next four years and the structure continued into the next strategic framework.
- Yet, there will be a need to continue and enhance engagement through the Strategic Framework with global frameworks and structures to provide effective entry points for new partnerships and programming.
- More effort is required to align divisional activities with the strategic objectives of the framework to demonstrate contribution to the SDGs. This could be done through concise regional frameworks and/or alignment to CCAs, linking to the overall framework that makes contribution more explicit

and will enable better reporting on intended outcomes.

3. Programming focus on core functions for delivering maximum, longer-term results

- UNITAR should consolidate its core functions on initiatives that contribute to national/institutional capacity building and training sector development. These functions are more strategic and programmatic. The smaller projects that aim to facilitate knowledge and experience sharing and direct training delivery are valuable but can be limited in longer term impact. More attention needs to be paid to the potential for catalytic projects.
- Innovation in frontier technologies is desirable but requires careful demand assessment to avoid 'innovation for innovation's sake' and ensure a clear focus on strategic outcomes.
- Integrated approaches to programming where it can add value should be encouraged; but the real investment costs of financial and staff resource allocation and a clear values statement needs to be considered before engaging in complex integrated programming.
- Greater use of local engagement in product development including in languages other than English could capitalise on the existing products to improve understanding and expand reach.

4. Delivering more and wider results through targeted fund-raising and cost-recovery

- There is potential to advocate for additional financing through a continued



and expanded focus on promoting the value and impact of UNITAR's work.

- UNITAR needs to be more explicit with partners and donors on its requirement for cost-recovery and the justification for this.
- A whole-of organization fundraising strategy exists but needs revision so as to enhance the organization's efficiency in funds mobilization, ideally through specialized expertise in a dedicated role to facilitate leverage of funds across the organization, and particularly for new funding opportunities such as pooled funds and for the SFF.
- UNITAR should continue the current shift towards multi-year and multi-country projects for stability of resource management, but at the same time with careful risk management to avoid the potential of issues with large-scale programmes.
- The SFF needs to be more strongly promoted, with a clearly implemented process for project selection and presentation of results to date, particularly addressing the needs of countries in special situations and other vulnerable groups.

5. Seeking to further understand and expand UNITAR's contribution to impact

- Consider options for generating testimonials across UNITAR's core functions and more longitudinal tracking of a sample of participants to better understand the track of long-term impact from its interventions.
- The value of continuous advocacy for

the most vulnerable through day to day communication and collaboration. More attention can be paid in the content of courses to raising awareness on potentially disadvantaged groups such as migrants, people with disability and indigenous people.

- A more proactive approach to training of trainers can lead to multiplied benefits in UNITAR's function related to improving approaches, systems and mechanisms for knowledge and skills building. Internal resources are already being developed for TOT. This is commendable and needs to be implemented across the organization and tracked for continuous improvement and wider benefits.
- UNITAR can do more to demonstrate progress towards impact using cost-effective evaluation methods such as community-based monitoring, outcome mapping, most significant change methodology and generation of impact stories.
- UNITAR can place more attention on promotion, knowledge sharing, and collaborations to harness and expand reach from the goodwill of participants and good results achieved for amplified impact. This could include linking with the UNCT to support capacity development and knowledge building in relation to the CCA and UNSDCF, creating lightly managed alumni networks and UNITAR brand ambassadors.

Abbreviations

2030 Agenda	The 2030 Agenda for Sustainable Development
A2030 Unit	Strategic Implementation of the Agenda 2030 Unit
ACTED	Agency for Technical Cooperation and Development
CCA	Common Country Analysis
CERN	European Organization for Nuclear Research
CIFAL	Global Network of Affiliated International Training Centres for Authorities and Local Actors
DSC	Direct Support Cost
ECOWAS	Economic Community of West African States
EMS	Event Management System
ESA	European Space Agency
FGD	Focus Group Discussion
FAO	Food and Agriculture Organisation
GIT	Geospatial Information Technology
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
MPTF	Multi-Partner Trust Fund
MTE	Mid-Term Evaluation
NCD	Non-Communicable Diseases
OECD DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
PAGE	Partnership for Action on Green Economy
PIC	Pacific Island Country
PSC	Programme Support Cost
REACH	Joint initiative of IMPACT Initiatives, ACTED and the United Nations Operational Satellite Applications Programme (UNOSAT).
SCYCLES	Sustainable Cycles
SDGs	Sustainable Development Goals
SF	Strategic Framework
SFF	Strategic Framework Fund
SIDS	Small Island Developing States
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNCT	United Nations Country Teams
UN CC:Learn	One United Nations Climate Change Learning Partnership
UNITAR	United Nations Institute for Training and Research
UNOSAT	UNITAR Operational Satellite Application programme
UNSCC	United Nations System Staff College
UNSDCF	United Nations Sustainable Development Cooperation Framework
WASCAL	West African Science Service Centre on Climate Change and Adapted Land Use
WHO	World Health Organization



1. Introduction

- 1. The importance of the 2018-2021 Strategic Framework.** In 2017 UNITAR developed a new strategic framework covering the period 2018-2021. This represented a strategic shift for the organization. UNITAR strongly aligned the development of the 2018-2021 Strategic Framework (the Framework) with the 2030 Agenda for Sustainable Development (2030 Agenda) and institutional results indicators with the Sustainable Development Goals (SDGs) and targets.²
- 2. UNITAR Strategic Framework and the 2030 Agenda.** The Framework was developed in line with the 2030 Agenda, highlighting four of the five 'Ps' of sustainable development as thematic pillars: Peace, People, Planet and Prosperity as well as the fifth theme of 'cross-fertilization' that incorporated a number of integrated and cross-sectoral initiatives in line with the fifth "P" of the 2030 Agenda - Partnership. Similarly, UNITAR integrated several principles into The Framework such as the indivisible and integrated nature of sustainable development. UNITAR identifies five strategic objectives in the Framework, namely these are to:
 - *Promote peace and just and inclusive societies;*
 - *Promote people's well-being and support equitable representation of countries in global decision-making fora;*

² UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

- *Support the conservation, restoration and safeguarding of our planet for present and future generations;*
 - *Promote inclusive and sustainable economic growth; and*
 - *Promote the indivisible and integrated nature of the 2030 Agenda.*
- 3. Strategic context.** UNITAR’s mandate as exemplified in the UNITAR Statute (Box 1) is in line with current global emphasis on country-led development. UNITAR’s activities are aligned with this global strategic context through local capacity building towards this goal and self-determination of activities.
- 4. The no one left behind principle.** The no one left behind principle is integrated into the Framework through the identification and inclusion of the countries in special situations in programming and strategic decisions. Countries in special situations include least developed countries, landlocked developing countries, small island developing states and/or distressed countries emerging from conflict.³ The acknowledgement of the special situations of these countries allows UNITAR to focus on addressing specific contextual challenges faced by these countries. Similarly, UNITAR’s commitment to promoting the indivisible and integrated nature of sustainable development is evident through the inclusion of the fifth pillar, ‘cross-fertilizing knowledge and expertise,’ in the Framework.
- 5. Why a Mid-Term Evaluation?** This Mid-Term Evaluation (MTE) is an integral part of the implementation of the framework as endorsed by the Board of Trustees in 2017. Given that the Framework only covers a four-year period, this MTE is crucial to develop an assessment of the Framework’s effectiveness before the end of the current strategic period to contribute to improve performance as well as to inform the follow-up direction. The Framework has been implemented during a period of rapid change driving a desire for an evaluation of achievements to date. In addition to the intent to be proactive in assessing the SF, the evaluation was conducted during a period of global change and uncertainty caused by the COVID-19 Pandemic.

³ UNITAR. Strategic Framework Fund: Governing Principles.

BOX 1.

UNITAR STATUTE 2000 AND CORE FUNCTIONS

ARTICLE I

Purposes Pursuant to General Assembly resolution 1934 (XVIII) of 11 December 1963 and resolution 42/197 of 11 December 1987, the United Nations Institute for Training and Research is established by the Secretary-General as an autonomous institution within the framework of the United Nations for the purpose of enhancing the effectiveness of the United Nations in achieving the major objectives of the Organization, by the performance of the functions described hereinafter, in particular the maintenance of peace and security and the promotion of economic and social development.

ARTICLE II

Functions

1. The **two functions of the Institute are training and research.**
2. Training being the main focus of its activities, the Institute shall provide training at various levels to persons, particularly from developing countries, for assignments with the United Nations or the specialized agencies and for assignments in their national services which are connected with the work of the United Nations, the organizations related to it, or other institutions operating in related fields. These programmes may include training for staff members of the United Nations and of the specialized agencies as well as training for special United Nations field assignments.
3. The Institute shall conduct research and study related to the functions and objectives of the United Nations. Such research and study shall give appropriate priority to the requirements of the Secretary-General of the United Nations and of other United Nations organs and the specialized agencies.

The Strategic Framework expresses UNITAR's functions as below. The core functions to address needs are highlighted:

1. providing **high-quality learning solutions** to address the **capacity development** needs of individuals, organizations and institutions.
2. Advising and supporting governments, the UN and other partners with **knowledge services**, including those that are technology-based.
3. Facilitating **knowledge and experience sharing** through networked and innovative processes
4. Integrating innovative **strategies, approaches and methodologies** into our learning and related knowledge products and services.

2. Description, Objectives and Development Context

6. This evaluation was conducted between May and September 2020, at the mid-point of the implementation of the Framework. The MTE is intended to assess UNITAR's progress in relation to the Framework's aims and expected outcomes (intermediate and institutional) in line with the evaluation terms of reference available in Annex a. The evaluation simultaneously maintained a forward-looking perspective to inform any required implementation changes, including changes that may inform the design of the next institutional strategy for the 2022-2025 period, and to highlight lessons learned that could be replicated or up scaled where appropriate.

SCOPE

7. The evaluation includes assessment of the Institute's learning function and activities as it relates to outcomes for event participants, Member States and other UN agencies. The evaluation did not aim to assess the effectiveness of UNITAR's internal mechanisms and strategic enablers, namely people and partnerships; quality, learning and evaluation; strategic communication; and business processes. Rather, the evaluation focuses on activities undertaken as part of the programming under the Framework.

PURPOSE

8. The evaluation assessed the relevance, coherence, effectiveness, efficiency, sustainability, and likelihood towards impact from the first two years of the Framework as well as the integration of cross-cutting issues. This report provides evidence towards achieving the objectives and uncovering what works, why, and under what circumstances. The evaluation also aimed to identify any problems or challenges that the implementation has encountered, and issue recommendations and lessons learned.

LEARNING / IMPROVEMENT OBJECTIVE

9. This evaluation will assist in identifying opportunities for learning and improvement towards the remaining two years of the Framework implementation and that could be carried over to the next strategic cycle. The report explores processes which have contributed to or inhibited success and the reasons behind these success levels. It will consider if learning has contributed to a longer-term normative shift for Member States relating to sustainable development.

3. Theory of Change and Design Logic

10. There was no theory of change (ToC) developed at the time of preparation of the Framework. However, a reconstructed ToC that was drafted by the Planning, Performance Monitoring and Evaluation Unit of the Division for Strategic Planning and Performance is available in Figure 1. This diagram illustrates the expected causal pathways for the achievement of results and progress towards impact of the implementation of the Framework. As the evaluation progressed aspects of the ToC were traced, assisting the analysis of results both at the divisional and strategic level.

4. Methodology and Limitations

APPROACHES

11. The evaluation used a ToC approach to assess UNITAR's implementation effectiveness against the expected causal pathway outlined in the draft Strategic Framework ToC (Figure 1). This approach assisted with assessment of relevance and effectiveness of implementation. In addition, the evaluation adopted a participatory approach by seeking guidance from a reference group and included consultation with key stakeholder groups including UNITAR staff, partners, donors and participants. This approach was adopted to ensure the validity and relevance of evaluation findings and outputs. This evaluation also utilized complexity aware and context variation approaches. This assisted the evaluation to maintain awareness of the complex nature of UNITAR activities as well as the impacts of external contexts on UNITAR's implementation of the Framework.

EVALUATION PHASES

12. Inception. This stage included the development and approval of the evaluation design and question matrix including confirmation of evaluation process, purpose, and scope as well as final evaluation questions. The evaluation process and analysis were guided by the evaluation criteria and key evaluation questions as outlined in the evaluation's ToR. The final evaluation question matrix is available in Annex f.
13. Desk review. A review of key documents and secondary data/information assisted with compiling, reviewing and analyzing background information. A list of documents reviewed is available in Annex e.
14. Stakeholder Survey. Three separate surveys were developed and distributed to collect

quantitative and qualitative feedback from UNITAR partners, staff and personnel, and participants as detailed in Annex b. The survey was circulated to all UNITAR staff and partners and a random selection of past UNITAR participants. There was a total of 792 survey responses received: 35 partner responses, 73 staff responses and 684 participant responses. Further details on responses can be found in Annex b. The survey responses were used to inform the development of consultation questions for key informant interviews and focus group discussions and to assist in testing the validity of findings. The surveys used are available in Annex c.

15. **Key Informant Interviews.** Interviews with UNITAR staff and partners were used to gather more in-depth qualitative information from key stakeholders and to deepen understanding and contextualize survey responses. Interviews were conducted remotely with the list of stakeholders in Annex d.
16. **Focus Group Discussions.** Focus group discussions (FGDs) were held with participants to further investigate the conclusions of the survey analysis. The focus group discussion format was designed to stimulate thoughtful discussion and draw out differences in experiences across contexts. The use of virtual polls within the focus group format allowed for the collection of quantitative data for further analysis. A total of 38 participants attended seven focus group discussions, including one French and one Spanish session. These participants had engaged with a range of different training, both face to face and on-line including peace, climate change, diplomacy, chemical management and a number of different on-line courses. Interestingly most participants had attended multiple events of different types so were able to discuss knowledgeably different forms of intervention and the advantages and disadvantages. This does point to a potential bias in the self-sampling but also generated positive depth of knowledge through the FGDs. The participants provided a range of suggestions for improvement were captured during the sessions.
17. A summary of the different interactions with stakeholders and the number of respondents is shown in the table below.

Stakeholder group	Sample size	Number of Respondents	Response Rate
UNITAR partners (donors & implementing partners)	168	35	21%
UNITAR Staff (including consultants and fellows)	218	73	33%
UNITAR participants	5,747	684	12%

Figure 1. Reconstructed Theory of Change for UNITAR’s Strategic Framework 2018-2021

IMPACT

Level 4: Results

Member states are achieving their goals towards the 2030 Agenda, assisted by UNITAR’s contributions at the individual, institutional, organizational and country level.

INSTITUTIONAL OUTCOMES

Level 3:

Practice change

PEACE



Results: (SO. 1)
Institutions and individuals are able to contribute meaningfully to sustainable peace

Indicator: Percentage of beneficiaries reporting having utilized UNITAR’s trainings to develop or implement national level policies on peace related topics

PEOPLE



Results: (SO. 2)
Enhanced well-being of people by helping individuals acquire knowledge and skills to promote sustainable development

Indicator: (SO 2.1) Percentage of workshop attendants having reported applying knowledge gained from UNITAR trainings / **(SO 2.2)** % of beneficiaries from countries in special situation confirm application of strengthened knowledge on the UN system

INTERMEDIATE OUTCOMES

Level 1: Reactions

Level 2: Changes in knowledge / skills

Result areas:
Strengthened knowledge and skills of beneficiaries in the fields of conflict analysis, negotiation and mediation

Indicator: Percentage of trained fellows who have indicated having achieved the learning objectives mostly or fully in the areas of conflict analysis, negotiation and mediation

Result areas:
Enhanced capacity, knowledge, awareness, and skills in the field of multilateral diplomacy, sustainable development related topics, and developing people’s wellbeing

Indicator: Percentage of beneficiary respondents who confirm having met learning objectives mostly or fully in (SO 2.1) SDP and (SO 2.2) MDP

OUTPUTS

Outputs:
Trainings delivered in peacemaking and preventive diplomacy; human rights and negotiation

Instructors complete training of trainers course
Trainings delivered online
Masters level education delivered

Outputs
Training delivered to stakeholders in international law to institutions, individuals, including those who experience marginalization such as indigenous peoples, women, youth, and others

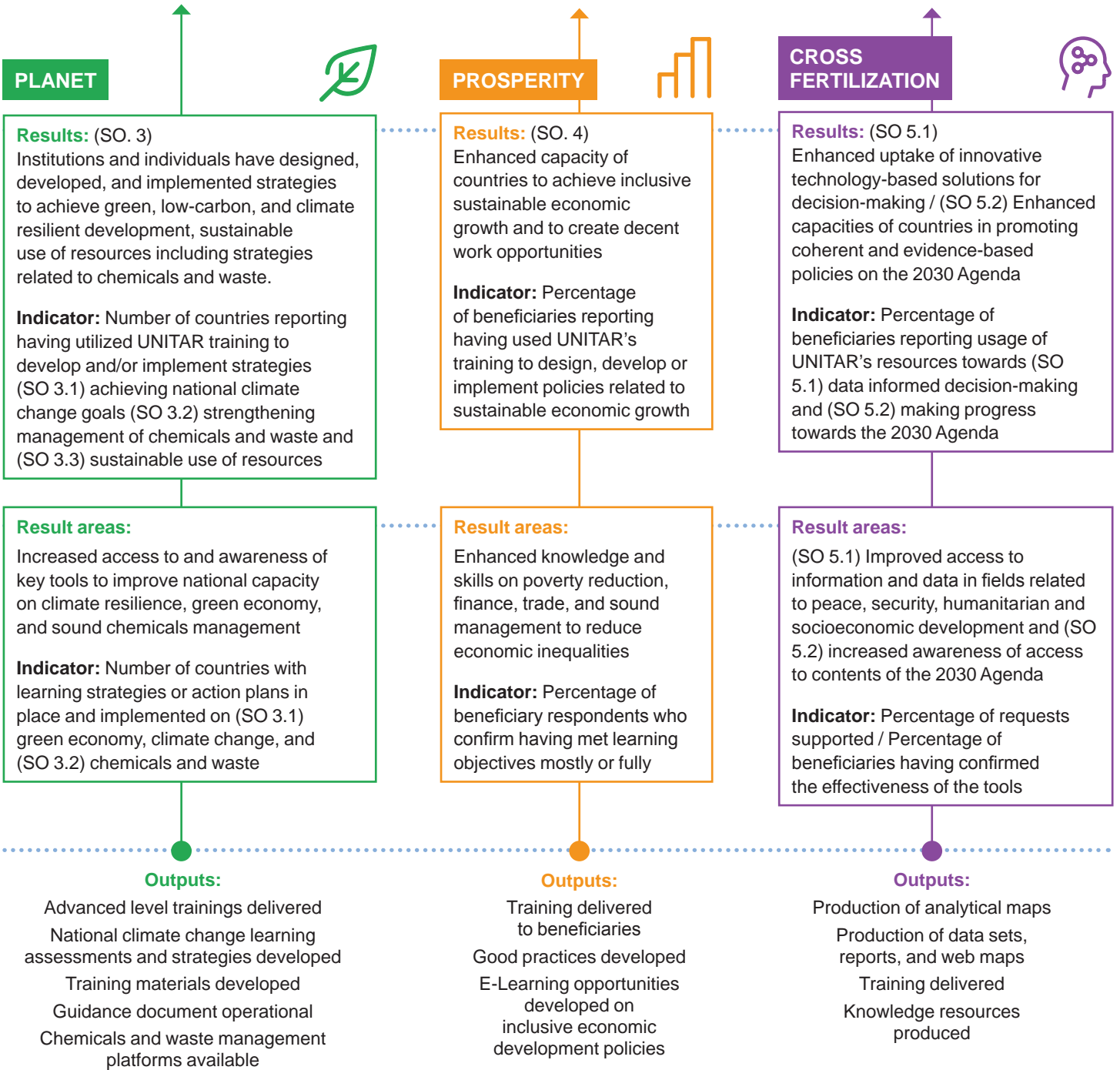
Training delivered to stakeholders in international law to institutions, individuals, including those who experience marginalization such as indigenous peoples, women, youth, and others

ACTIVITIES

Blended learning	Face-to-Face	Capacity building
	E-learning	

Decision making	Behavioral Change
Access to information	

Indicator: Number or Percentage of countries / beneficiaries confirming that UNITAR has equipped them with the capacity to achieve their national 2030 Agenda goals



Partners	Organizations
	UN agencies

Stakeholders	Individuals	Delegates
	Organizations	Member states

INVOLVEMENT

CHALLENGES AND LIMITATIONS

18. This evaluation has a large scope, covering the whole organization and all thematic areas but is being conducted within a relatively short timeframe with finite resources. As such, there are some limitations as summarized below. Additional challenges in relation to specific key evaluation questions are identified in Section 5.

- The evaluation did not seek to assess individual project performance. Consequently, the desk review did not review project documents, narrative or financial reports, or self-evaluations.
- Interviews and focus groups were conducted remotely. This has the potential to somewhat compromise the quality of qualitative information. In order to mitigate this limitation, the surveys were distributed for a longer time period and included additional questions designed to gather qualitative data. Overall, there is likely to have been a slight reduction in qualitative data quality compared to what would have been gathered if face to face interviews were possible. Interviewees and focus group participants were also selected based on survey respondents signaling their willingness to be contacted. They were not selected on a randomized basis.
- Challenges persisted in identifying the availability of key stakeholders within the stipulated timeframe, particularly given the COVID-19 context and the period that covers the main holiday season in Europe. All efforts were made to contact as many stakeholders as possible and taking into consideration time and resource constraints. Most stakeholders were aware of specifics as to the projects funded; but several respondents were new to their position, particularly several donors so had less knowledge of the projects. The evaluation did not reach out to non-UNITAR donors or other partners (e.g. the Global Network of Affiliated International Training Centres for Authorities and Local Actors – CIFAL).
- Uneven survey response rate and stakeholder engagement across different groups, particularly with reliance of electronic means of engagement. Where possible this was mitigated by engaging with representatives of any vulnerable groups and use of translation to increase accessibility.
- The short-term nature of contracts with consultants who are important in programme delivery in some cases led to gaps in survey information, where key staff have moved out of UNITAR.



5. Evaluation Findings

a. Relevance

Assessment of the relevance of UNITAR's Strategic Framework is based on the following key areas of assessment:

- Relevance of the Strategic Framework to the global context
- UNITAR's point of difference in delivering capacity building activities
- UNITAR's ability to meet donor and partner priorities
- Alignment of the Strategic Framework with UNITAR's vision and mission
- UNITAR's integration of the no-one left behind principle
- Likelihood of ongoing relevance of the Strategic Framework beyond 2021

RELEVANCE OF THE STRATEGIC FRAMEWORK TO THE GLOBAL CONTEXT

19. UNITAR’s Strategic Framework is effectively linked with the global context through ties to the 2030 Agenda, the SDGs and other global compacts. UNITAR’s decision to structure the Strategic Framework and respective institutional structure and programming around Peace, People, Planet, Prosperity and Cross-fertilization was drawn directly from the five “P”s of the 2030 Agenda and is clear and easily identifiable by stakeholders. Furthermore, the development of the SFF to support the implementation of The Framework links resource allocation with illustrated alignment with indicators and principles of Agenda 2030.⁴ Such principles include the no one left behind principle and the integrated and holistic nature of sustainable development.⁵ The comprehensive and overarching nature of the 2030 Agenda means that UNITAR’s alignment with the SDGs results in alignment with most other major global frameworks by default.

20. UNITAR provides specialised programming strongly aligned with the 2030 Agenda which increases capacity to respond to identified challenges. For example, UNITAR’s work with Pacific Island Countries (PICs) on climate change adaptation methods and decision-making capacity increases national capacity to respond to one of the most pressing challenges facing this region.⁶ Similarly, UNITAR’s work as part of the One Climate Change Partnership and the Partnership for Action on Green Economy is strongly aligned with SDGs 12 and 13. UNITAR has also partnered with the West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL), through the UNOSAT project, with the aim of increasing the capacity of Member States of the Economic Community of West African States (ECOWAS) to mitigate and respond effectively to disasters through the use of geospatial information and tools for Disaster Risk Reduction and Management in order to forecast and respond to natural disasters.⁷ Similarly, UNOSAT’s activities to support clients with rapid disaster mapping improves the clients’ ability to use evidence to overcome associated challenges.⁸ Similarly, the project “Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities,” has been shown to have an effective capacity building approach which builds towards national capacity to contribute towards outcomes related to SDG 16.⁹ While there are positive examples of UNITAR’s alignment to the 2030 Agenda, the extent of alignment varies. Larger projects often demonstrate strong linkages to global frameworks; smaller demand driven projects are less likely to demonstrate productive linkages to the SDGs as they respond to expressed needs of funding partners.

4 UNITAR. Strategic Framework Fund: Governing Principles.

5 Ibid

6 UNITAR. 2019. 2019 Results Report.

7 Ibid.

8 UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

9 UNITAR, 2019. Independent Evaluation of the Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities Project (Phase II).

UNITAR'S POINT OF DIFFERENCE IN DELIVERING CAPACITY BUILDING ACTIVITIES

21. The major aspect of UNITAR's comparative advantage compared with other capacity development actors is the Institute's role as a UN reference point for training in the broader field of capacity development. This role lends UNITAR a reputation of perceived neutrality and global competence, particularly in relation to multilateral diplomacy activities. As such UNITAR is able to effectively partner with vested national interests to bring neutrality to training environments. Other aspects of UNITAR's comparative advantage includes the Institute's ability to meet partner and participant needs and UNITAR's broad expertise base designing and facilitating the delivery of training on a wide range of topics.

UNITAR'S ABILITY TO MEET DONOR AND PARTNER PRIORITIES

22. UNITAR's broad expertise base combined with the special purpose grant character of almost all funding ensures that the Institute is responsive to donor partner priorities. This is evidenced by the donor survey respondents, whom all agreed that UNITAR effectively supports their organizations strategic priorities. Similarly, almost 70 per cent of UNITAR staff survey respondents felt that donor priorities greatly influence programming decisions and 60 per cent felt that programming was influenced by client priorities. More than 90 per cent of participant survey respondents indicated that UNITAR addressed their learning needs. Furthermore, almost 90 per cent of respondents agreed that UNITAR addressed their learning priorities but to a lesser extent than UNITAR's ability to address learning needs. This suggests that UNITAR needs to contextualise the design of projects and be responsive to both participants' needs and priorities.

23. However, such responsiveness to demand has the potential to constrain UNITAR's ability to achieve strategic objectives. There are internal concerns that such an agile business model undermines UNITAR's ability to operate in a strategic manner towards achieving objectives. UNITAR does not have much flexibility to operate in a strategic manner at present since all funding is tightly earmarked. This also has implications for meeting the needs of countries furthest behind as well as vulnerable groups. There is an internal trade-off within the organisation between intentionality and responsiveness and a balanced approach which addresses the merits of both is required. The development of the SFF is intended to counteract these concerns, since the loosely earmarked nature of the Fund gives UNITAR the flexibility to both respond to donor priorities and prioritize activities which respond to strategic objectives, including countries in special circumstances in line with their expressed needs.¹⁰ The practical effects that the SFF has helping UNITAR achieve the Framework's objectives will ultimately depend on its capacity to balance the tightly earmarked nature of most contributions and the success in attracting more donors to the Fund. This will require stronger demonstration of the benefits of contributing to the SFF and confidence that the funds will be used in a transparent and well-targeted manner.

¹⁰ UNITAR. Strategic Framework Fund: Governing Principles.

RELEVANCE OF THE STRATEGIC FRAMEWORK TO UNITAR'S VISION AND MISSION

24. UNITAR is firmly focussed on its vision and mission to build client capacity through learning solutions and other core functions but this focus is being stretched because of UNITAR's responsiveness to demand. The needs/demand driven business model of UNITAR encourages responsiveness and assists with leveraging funds but also challenges the institute's stated vision and mission (Box 2) and results in a broad portfolio. This is further exacerbated by an organizational culture which encourages and stimulates innovation and new approaches which assists with ongoing relevance but encourages dilution of focus. Despite these challenges, UNITAR has a proven ability to effectively meet participant priorities while simultaneously achieving strategic objectives. For example, UNITAR received a request for assistance in training Nigeria's police force. In order to respond to the request for training *and* maintain relevance to the institutional mandate, UNITAR identified specific entry points within police force training such as traffic management and training on breathalysers to also include training on police conduct.



BOX 2.

UNITAR'S VISION AND MISSION FOR 2018-2021

UNITAR's Vision.

“A world in which individuals, institutions and organizations are equipped with the knowledge, skills and other capacities to overcome global challenges.”

UNITAR (2018) Strategic Framework 2018-2021

UNITAR's mission.

“To develop the individual, institutional and organizational capacities of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision making and to support country-level action for overcoming global challenges.”

UNITAR (2018) Strategic Framework 2018-2021

UNITAR is attempting to achieve these goals through the core functions of:

1. “Providing high-quality learning solutions to address the capacity development needs of individuals, organizations and institutions
2. Advising and supporting governments, the UN and other partners with knowledge services, including those that are technology-based
3. Facilitating knowledge and experience sharing through networked and innovative processes
4. Integrating innovative strategies, approaches and methodologies into our learning and related knowledge products and services”

UNITAR (2018) Strategic Framework 2018-2021

UNITAR'S INTEGRATION OF THE NO ONE LEFT BEHIND PRINCIPLE

25. UNITAR's approach implicitly integrates the principle of no one left behind resulting in a major strategic focus on countries in special situations which is integrated into programming. UNITAR's use of the countries in special situations classification as opposed to vulnerable groups or countries furthest behind is deliberately designed to recognise the value of these countries' experiences and build national capacity to fulfill global roles. This focus is evidenced through the principles of the SFF which dictate that resource allocation will

be prioritized for activities which can demonstrate impact for countries in special situations.¹¹ Feedback from donors and implementing partners was that UNITAR advocates specifically for these countries and particularly for gender equality and women's empowerment. Furthermore, the nature of UNITAR as a training and capacity development organisation integrates the leaving no one behind principle by promoting equality through skills development and provision of tools and methodologies to support sustainable development.¹² Similarly, UNITAR's approach to attracting participants integrates the no one left behind principle by providing assistance to individuals from lower- and middle-income countries.¹³

LIKELIHOOD OF ONGOING RELEVANCE OF THE STRATEGIC FRAMEWORK BEYOND 2021

26. UNITAR's strong links to global frameworks with timeframes beyond 2021 and current global priorities indicate an ongoing relevance of UNITAR's current strategic approach.

UNITAR's organizational integration of Agenda 2030 suggests that activities structured around this approach will remain relevant to at least 2030.¹⁴ In addition, UNITAR's current activities are strongly linked with subjects of current global prominence. For example, the current UN Secretary-General has placed a global spotlight on conflict prevention and associated subjects in his address to the UN Security Council in 2019 with the following remarks "*Conflict prevention is difficult to quantify and may not make news. But no news is good news for the people we serve. Prevention brings enormous rewards.*"¹⁵ UNITAR's prominence in providing training related to this and other global priorities suggest a legacy of ongoing relevance. Furthermore, UNITAR's flexible approach to programming and ability to commission experts on a range of topics will further assist in maintaining global relevance. This is especially pertinent in the context of increasing health expertise as illustrated by the recent Defeat-NCD partnership and the increasing global focus on health topics as a result of the global COVID-19 pandemic.

27. The Institute's culture of ongoing innovation and adaption also places UNITAR in a position of strength for ongoing relevance. UNITAR's emphasis on innovation and frontier issues suggest that the Institute is committed to ongoing institutional learning and relevance beyond 2021. Keeping abreast of new technologies, methodologies and approaches ensures that UNITAR can maintain its position as a leader in providing learning and training related to such topics. Similarly, UNITAR's ability to develop new products and methodologies that are responsive to changing contexts indicates the potential for the organisation to maintain a high degree of relevance.¹⁶

11 UNITAR. Strategic Framework Fund: Governing Principles.

12 Ibid.

13 Ibid

14 UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

15 United Nations Secretary-General. October 2019. Secretary-General's remarks to Security Council meeting on Peace and Security in Africa: The Centrality of Preventive Diplomacy, Conflict Prevention and Resolution.

16 UNITAR. 2019. 2019 Results Report.

28. UNITAR’s lack of presence at the country level in the overcrowded capacity building environment represents a risk to ongoing relevance.

Mainly, these risks are associated with UNITAR’s largely centralised operations and limited country presence. Given that UNITAR only has five offices globally (all but one of which are in developed countries), the Institute is at a disadvantage to build and maintain relationships at the country level and respond to changes in local context. Similarly, UNITAR is often not a part of UN country teams further increasing the gap in presence at the country level. UNITAR’s position at the periphery of the UN development system at the national level can represent several missed opportunities for improved visibility and partnerships. Namely, such an absence at country-level can impact the Institute’s ability to create programmatic synergies with other UN efforts, increase visibility and country presence through strategic partnerships and leverage funding through the UN system. It is therefore imperative that UNITAR maintains a focus on contextualising activities as discussed in Box 3. However, the strength of UNITAR’s links to the SDGs has provided the Institute with opportunities to cement relationships with national partners around a widely known and accepted global framework and somewhat safeguards the Institute in the context of limited country level presence.

BOX 3.

IMPORTANCE OF CONTEXTUALISING ACTIVITIES

The ability of the Institute to contextualize activities to local contexts impacts the relevance, coherence, effectiveness, and impact of UNITAR’s implementation of the Framework. UNITAR should be conscious of local context throughout all stages of activity provision from design to implementation and evaluation.

Ensuring the design of activities is contextualized assists with UNITAR’s responsiveness to local priorities and the appropriateness of activities. This can be achieved, for example, through a modularized approach which builds upon an existing curriculum and learning activities which is consistent for multiple countries or contexts. Then for specific events, the material can include local case studies, based on the country of delivery; or a range of different examples and materials that align with different regions. Similarly, contextualizing activities will enhance UNITAR’s coherence as it will encourage a review of the work of other development actors in the context and assist with avoiding duplication and harnessing synergies where possible. This would be particularly important if UNITAR improves coherence with the UNCT and the CCA and the UNSDCF. Furthermore, the appropriateness of activities to local and participants’ context impacts on the likelihood that participants will use their new knowledge in their own contexts and so is an important determinant of impact and sustainability of results.

b. Coherence

Assessment of the coherence of UNITAR's Strategic Framework is based on the following key areas of assessment:

- UNITAR's added value to global and regional capacity development efforts
- UNITAR's efforts to avoid duplication in the capacity development context
- Promotion of internal and external synergies by UNITAR
- UNITAR's integration of the 2030 Agenda at all scales
- UNITAR's alignment with global frameworks

UNITAR'S ADDED VALUE TO GLOBAL AND REGIONAL CAPACITY DEVELOPMENT EFFORTS

29. UNITAR has built a good reputation for providing high quality capacity building activities. UNITAR is most successfully differentiated from other capacity building actors where activities have previously been delivered successfully. For example, UNITAR is visible and well-known in the Pacific due to the programming delivered by the UNOSAT project in the region.¹⁷ This point of differentiation is further evidenced by donor survey responses which indicate UNITAR's positive track record in service provision contributed to over 80 per cent of partnering decisions. The currency and adaptability of UNITAR's training materials which ensures ongoing responsiveness and ability to meet needs and priorities contributes to UNITAR's global reputation in the capacity building context.

30. UNITAR's comparative advantage in the global capacity development context is comprised of a combination of factors. Areas of distinction for UNITAR include the Institute's strong commitment to global frameworks as well as a proven ability to meet expressed needs and priorities. The expertise, proactiveness and results oriented nature of UNITAR's personnel are valuable assets and an important determinant of donor's decisions to partner with UNITAR. UNITAR's role as a reference point for training and research within the UN system further underscores the Institute's added value as discussed in the relevance section above. However, UNITAR does experience some difficulties in reaching new clients given the crowded nature of the capacity development landscape and the relatively small size and lack of country presence of UNITAR compared to other UN agencies. UNITAR has previously found the production and dissemination of impact stories useful in raising the profile of UNITAR. UNITAR has acknowledged the need for clarity around the Institute's 'added value that is understandable and relevant'.¹⁸

¹⁷ UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees.

¹⁸ Ibid

AVOIDING DUPLICATION IN THE GLOBAL CAPACITY BUILDING LANDSCAPE

31. UNITAR demonstrates an ongoing commitment to limiting and avoiding duplication of efforts between global capacity building actors through effective partnerships.

UNITAR has identified some challenges in working in a crowded space, both thematically and geographically in Geneva. However, the Institute has capitalised on this to harness partnerships and expertise for greater impact. For example, noting that there are numerous actors and initiatives in the climate change and SDG learning spaces UNITAR has developed platforms and partnerships to consolidate initiatives and avoid duplication as well as developing specific activities in partnership and shared ownership with other actors.¹⁹ Through partnerships such as this UNITAR has proven a commitment to reducing duplication in the capacity building context. There is potential to emulate this approach more broadly in other multi-donor or multi-country initiatives at a larger scale.

32. UNITAR actively seeks opportunities for niche programming as a means of avoiding duplication with the work of other capacity development actors.

For example, UNITAR's work on road safety is focussed on practical capacity building activities. This focus was developed during the design stage of the programme because UNITAR recognised that advocacy, analytical research and policy and norm setting were being undertaken by other actors.²⁰ A similar approach was taken to the recent integration of The Defeat-Non-Communicable Diseases (NCD) Partnership into UNITAR through a hosted partnership arrangement. The Partnership identified a 'developing niche area' through consideration of other NCD actors and their respective areas of expertise.²¹ For example, UNITAR identified that the World Health Organisation (WHO) is actively engaged in analytical and research activities on NCDs. A gap was identified in converting research content to capacity building and training for affected communities which was aligned with UNITAR's strategic objectives.

BOX 4.

AVOIDING DUPLICATION THROUGH OPEN DATA.

UNITAR has adopted an open data approach to some outputs which works to decrease duplication with other actors. For example, UNOSAT has developed a Flood Data Portal which is accessible by other training entities and academic researchers allowing these actors to build upon UNITAR's work. UNOSAT has implemented similar initiatives by utilising partnerships with the European Space Agency and CERN's Open Lab.²² Such collaborations ensure the minimisation of duplication and increases the overall efficiency of the global capacity building context.

¹⁹ UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

²⁰ *ibid*

²¹ *ibid*

²² UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

33. However, UNITAR does experience some barriers to minimising duplication due to a heavy reliance on earmarked funding and a very demand driven business model.

UNITAR's self-funded, project-based reliance on voluntary contributions severely impact the Institute's flexibility and ability to avoid duplication with other actors if requested activities are under the domain of another organization. Similarly, UNITAR has experienced challenges associated with such a flexible service delivery model and coordinating expertise across a wide range of sectors.²³ There is a need for UNITAR to contextualise activities at the national level with the activities being provided by other actors, both within and beyond the capacity development landscape to minimize duplication and ensure donors are aware of the importance of this approach.

PROMOTION OF INTERNAL AND EXTERNAL SYNERGIES

34. There is a greater predominance of distinct programming within divisions rather than between divisions; however, collaboration does occur with an emphasis on productive and purposeful integration.

Interviews with internal stakeholders reflect a need for collaboration to be productive and purposeful and to add value to distinct programming approaches. Although a general focus on integration as an output in itself is encouraged, through mechanisms such as resource allocation from the SFF. However, from a practical point of view, there needs to be an acknowledgement of the importance of productive and purposeful collaboration. Acknowledgement that collaboration may not always be the best course of action is required and instead that there are specific places where integration can add value, and these should be targeted.

35. UNITAR does not have a formal coordinating mechanism in place to promote internal synergy and avoid internal duplication.

While internal stakeholders identified some good practice examples of internal collaboration, it was largely found that these occur informally. UNITAR does not have a centralised system for encouraging strategic internal joint programming. As a result, there is some overlap between the work of different divisions representing a draw against both coherence and efficiency. This is especially evident in the financial and economic projects of several divisions which overlap with the core function of the Prosperity division. While this overlap is somewhat reflective of the integrated and indivisible nature of Agenda 2030, it still represents a cost to the organisation and could be better coordinated. The SFF is an incentive mechanism to promote collective programming, however, the bottom-up business model of UNITAR tends towards divisional isolation in fundraising and programming.

36. Good practice examples exist of partnerships with other UN agencies but UNITAR could benefit from a more strategic approach to partnerships.

In general, UNITAR's partnerships are effective for implementation and results, for example, the REACH consortium

²³ UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees.

comprised of IMPACT initiatives, ACTED and UNOSAT delivered almost 70 products in 2019.²⁴ However, in general UNITAR could benefit from a more strategic and broader approach to partnerships which takes advantage of the Institute's role within the UN system as is the case in the New York Office (see Box 5). Such an approach would involve connecting with countries through existing UN mechanisms such as the UN Common Country Analyses (CCA) and the UN Sustainable Development Cooperation Framework (UNSDCF). This gateway towards increased country presence could then be utilised to develop opportunities, in collaboration with other UN agencies that have the profile and the tools to increase UNITAR's profile. Furthermore, once these relationships are established UNITAR can implement its proven approach to programming which includes working with experts to develop models which utilise national institutions to build capacity and provide learning activities. Relationships with national institutions will also contribute towards further increasing UNITAR's profile at the country level and building institutional networks and systems at the country level. If UNITAR were to more formally engage with the UN system at country levels it will be able to utilise synergies while simultaneously promoting the Institute's comparative advantage in training and capacity building activities.

BOX 5.

NEW YORK: UTILISING THE UN SYSTEM TOWARDS INCREASED REACH

The work of the New York Office assists with raising UNITAR's profile. The office effectively leverages its organizational and geographic position within the international hub that is New York to increase the profile of UNITAR and promote the Institute's comparative advantage. The office promotes UNITAR in an environment where many country representatives are present. As such these representatives, often leaders, return to their own countries with an increased knowledge of UNITAR and the Institute's capabilities. As such, these leaders are more likely to recall UNITAR when they have a need for capacity building activities. Adopting a similar approach more broadly throughout UNITAR in multi-country, multi-partner arenas could assist with abating some concerns regarding the lack of in country presence. Such an approach could increase country presence without the need for large resource outlays to establish country offices.

37. UNITAR effectively leverages strategic partnerships for progress but could improve effectiveness of partnerships towards integration of cross-cutting considerations through strategic selection of partners. In 2018-2019, 63 per cent of UNITAR's events were delivered in partnership, including UNITAR's new e-course Diplomacy 4.0 – Beyond the Digital Frontier delivered in partnership with six new experts who have indicated a willingness to partner with UNITAR again in the future.²⁵&²⁶ Given the success of many of UNITAR's

24 UNITAR. 2019. 2019 Results Report.

25 UNITAR. Programme Budget for the Biennium 2020-2021 (adopted in 2019).

26 UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

current partnerships this approach could be further utilised to identify strategic partners with an emphasis on cross-cutting issues that are currently under-mainstreamed such as disability.

UNITAR AND AGENDA 2030 AT THE LOCAL, NATIONAL AND REGIONAL LEVEL

38. UNITAR’s organizational structure aligns with the 2030 Agenda but integration at a deeper level is more difficult to ascertain. The structuring of UNITAR’s programme budget and workplan around five key pillars is based on the “P”s of Agenda 2030. This structure was developed to “ensure deployment of UNITAR’s human and institutional capital in alignment with the Agenda 2030” and encourage the attainment of results aligned with strategic priorities and global frameworks.²⁷ UNITAR’s inclusion of a ‘Strategic Implementation of Agenda 2030’ (A2030) Unit illustrates a commitment to cohesion with global frameworks. UNITAR previously identified that activities undertaken in 2018 and 2019 aligned with 14 out of the 17 SDGs.²⁸ These broad organizational structuring decisions ensure that all programming is linked at least through one overarching themes to the 2030 Agenda. However, internal stakeholders have suggested that such a broad approach to linking with the SDGs understates productive linkages which contribute to efforts towards achieving specific Goals or targets.

UNITAR’S ALIGNMENT WITH OTHER GLOBAL FRAMEWORKS.

39. UNITAR has heavily focussed on institutional alignment with the 2030 Agenda which leads to a high level of alignment with the key aspects of other global agendas. UNITAR is most clearly aligned with the 2030 Agenda and evidence of consideration of other global frameworks is largely isolated to particular activities. However, given the comprehensive and overarching nature of the 2030 Agenda, as the leading framework until 2030, the key aspects of many other global agreements and frameworks are incorporated into UNITAR through this alignment. For example, The Sendai Framework for Disaster Risk Reduction is integrated in the activities of the Division for Planet as well as the Division for Satellite Analysis and Applied Research. The Paris Climate Agreement is largely integrated into the institute through the Planet pillar as a result of the restructure in line with the 2030 Agenda. UNITAR is aligned with these global frameworks at the project as well as the strategic level. For example, UNITAR’s engagement with the One United Nations Climate Change Learning Partnership (UN CC:Learn) suite of courses has strong ties to the Paris Agreement as well as the Addis Ababa Action Agenda.

²⁷ UNITAR. Programme Budget for the Biennium 2020-2021 (adopted in 2019).

²⁸ UNITAR. Alignment of UNITAR Programming with the Sustainable Development Goals.

c. Effectiveness

Assessment of the effectiveness of UNITAR's Strategic Framework is based on the following key areas of assessment:

- UNITAR's progress towards achievement of strategic objectives through learning and knowledge sharing activities
- UNITAR's support towards the achievement of the SDGs
- UNITAR's adaptability to adapt to changing contexts including the development of new thematic areas.















UNITAR'S PROGRESS TOWARDS ACHIEVEMENT OF STRATEGIC OBJECTIVES THROUGH LEARNING AND KNOWLEDGE SHARING ACTIVITIES

40. UNITAR is performing at a satisfactory level. UNITAR has achieved targets for 72 per cent of its programme outcomes targets for the 2018-2019 biennium, as well as 61 per cent of key performance indicators as summarised in Table 1 and Annex g. Overall, UNITAR is determined to work effectively within its mandate and within resource limits. UNITAR staff have a good understanding of realistic results that can be achieved within the resources available. As such staff are able to achieve significant results within these boundaries. There is also an overall increase in participants in events. This beneficiary category increased by 52 per cent between 2018 and 2019, as did the overall number of beneficiaries.²⁹ A total of 69 per cent of UNITAR's beneficiaries were associated with events with specific learning outcomes. While the earmarked nature of the majority of UNITAR's funding means that programming decisions are reliant upon available funding (8 per cent of planned outcome-level results areas were unfunded in 2018-2019), UNITAR staff have found entry points for negotiations with donors for needs adjustments when required.

Table 1. Achievement of performance indicators 2018-2019

Indicators tracked (KPIs in blue)	2018			2019		
	Target	Actual	Met/ not met*	Target	Actual	Met/ not met*
Training-related beneficiary outreach	39,708	60,901	●	28,000	92,378	●
% participants from countries in special situations from learning events	50%	32%	●	50%	23%	●

29 UNITAR. 2019. 2019 Results Report.

Indicators tracked (KPIs in blue)	2018			2019		
	Target	Actual	Met/ not met*	Target	Actual	Met/ not met*
M-F gender ratio	50-50	58-31-(10 other) 56 to 43 (w/o PTP), 1 other		50-50	54-45-1 other (w/o PTP), 57-42-1 with PTP	
% of learning outcome events	70%	74%		70%	70%	
% events in partnership	60%	52%		60%	63 %	
% overall usefulness	90%	83%		90%	80%	
% of respondents confirming application of knowledge & skills	80%	82%		80%	83%	
Amount of budget mobilized	25.9 M	\$28.1 M		\$27.78 M	\$36.19 M	
Net Assets	25.472 M	\$23.498 M		\$25.551 M	\$31.987M	

* Green – target surpassed or actual with within 5% of target; Yellow – actual between 5.1% and 15% of target; Red – actual beyond 15.1% of target.

41. UNITAR provides learning and capacity building activities to a large and increasing number of participants. During 2018-2019 UNITAR provided training and knowledge sharing services to 218,322 participants, surpassing the number of planned by 142,331. In 2019, the number rose from 84,901 (2018) to 133,421 participants, an increase of 57 per cent.³⁰ However, participation in activities has not been consistent across or within all strategic pillars as illustrated in Table 2. Similarly, within pillars results achieved and activities conducted are not equal. For example, under the Planet pillar no activities were conducted in line with sub-objective 3.3 while 48 per cent of activities that were conducted were aligned with sub-objective 3.1.³¹ The integration of The Defeat-NCD Partnership to UNITAR’s portfolio is expected to increase activities and results under the People pillar.³² While learning outcomes are the pervasive in UNITAR’s programme of work, other outcome areas e.g. optimising use of technology for informed decision-making, strengthened stakeholder ownership in chemicals and waste management, and systematic and results-oriented learning strategies for achieving national climate change goals are noteworthy.

30 UNITAR. 2019. 2019 Results Report.

31 UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.

32 UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

Table 2. Beneficiaries by Strategic Objective 2018-2019

Objective	Participants (Total)	% of total	Learning-related	% of learning
1. Promote peaceful, just and inclusive societies. (PEACE)	31,239	19%	29,698	25%
1.1 Support institutions and individuals to contribute meaningfully to sustainable peace	31,239	19%	29,698	25%
2. Promote people's well-being and support equitable representation of countries in global decision-making fora. (PEOPLE)	46,986	29%	8,505	7%
2.1 Promote people's well-being, including the protection and empowerment of groups that are vulnerable and marginalized	45,061	27%	6,914	6%
2.2 Strengthen representation of countries in special situations in institutions of global governance	1,925	1%	1,591	1%
3. Support the conservation, restoration and safeguarding of our planet for present and future generations. (PLANET)	78,686	48%	75,921	63%
3.1 Strengthen capacities to foster a green, low-carbon and climate resilient transition	78,686	48%	75,921	63%
3.2 Strengthen capacities to manage dangerous chemicals and wastes in a sound and sustainable manner				
3.3 Improve the conservation and sustainable use of natural resources*	NA	NA	NA	NA
4. Promote inclusive and sustainable economic growth (PROSPERITY)	1,922	1%	1,136	1%
4.1 Help countries to achieve inclusive and sustainable economic growth	1,922	1%	1,136	1%
5. Optimizing the use of technology and supporting coherence for the 2030 agenda (CROSS-FERTILIZATION)	5,170	3%	4,331	4%
5.1 Optimize the use of new technology, including geospatial technologies, for evidence-based decision-making for human security, peace and socio-economic development.	5,170	3%	4,331	4%
5.2 Support coherence and evidence-based policies of the 2030 Agenda				

Objective	Participants (Total)	% of total	Learning-related	% of learning
5.3 Equip institutions to improve the quality of learning opportunities*	NA	NA	NA	NA
Total	164,003	100%	119,591	100%

Source: UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.

*No activities were conducted under these sub-objectives in the 2018-2019 programme of work.

ACHIEVEMENT OF RESULTS BY STRATEGIC PILLAR

42. Despite an uneven distribution of results, UNITAR has achieved substantial results under all pillars. The most relevant learning and knowledge sharing events, activities and results for each pillar are summarised in the below tables. Trends in knowledge sharing participant numbers are reflective of UNITAR’s strategic shift towards increased focus on learning solutions with 73 per cent of all participants taking part in events with learning outcomes in 2019. Accordingly, knowledge sharing participants decreased from 32 per cent to 31 per cent of total participants between 2018 and 2019.³³ This trend is expected to be maintained into the future with almost 85 per cent of planned outputs for 2020-2021 relating to learning, with a particular emphasis on climate change and green development to capitalise on the success of the UN CC:Learn partnership. The Planet and People pillars together account for 84 per cent of planned outputs for the 2020-2021 budget cycle.³⁴

33 UNITAR. 2019. 2019 Results Report.

34 UNITAR. Programme Budget for the Biennium 2020-2021.



Pillar 1.

PEACE - Promote peaceful, just and inclusive societies.^{35, & 36}

Key Learning Activities and Results

- 29 Indigenous representatives strengthened skills and knowledge regarding conflict prevention, negotiation and reconciliation.
- 271 stakeholders involved in the reconciliation process in Colombia involved in knowledge sharing and training events resulting in a broader reach for strategies that foster resilience and conflict prevention in local communities.
- Delivered four accredited master's degrees reaching 102 participants in the field of conflict, peace and security studies.
- Provided online learning opportunities relating to post-conflict theory and practice for almost 6,000 individuals, including 646 UN volunteers.
- Trained female peace negotiators of the FemWise Africa network in disarmament, demobilization and reintegration programmes.
- African members of the UN Security Council attended a two-day seminar on Peace and Security in Africa to foster collaboration and address peace and security challenges on the continent.
- Enhanced knowledge of 154 government officials of the international legal regimes that States must comply with to better formulate national policies and laws required for the realization of sustainable development.

Key Knowledge Sharing Activities and Results

- A high-level event was held to facilitate knowledge and experience sharing between UN stakeholders involved in peace missions. This event identified and aimed to address challenges in the prevention of violent conflict and the promotion of sustainable peace.

³⁵ UNITAR. 2019. 2019 Results Report.

³⁶ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.



Pillar 2.
PEOPLE - Promote people’s well-being and support equitable representation of countries in global decision-making fora.³⁷

Key Activities and Results

- 53 government and authority stakeholders involved in agricultural policies and programmes from 26 sub-Saharan Africa trained in Trade, Food Security and Nutrition.
- 65 officials from 12 post-Soviet countries involved in agricultural policies trained in Agriculture in International Trade in Partnership with the Food and Agriculture Organization (FAO)
- Coordinated and implementing training for 44 elected delegates from four new Security Council member countries.
- 331 UN General Assembly delegates strengthened their knowledge and skills in diplomacy.
- Develop core diplomatic skill training for 289 participants.
- Global Diplomacy Initiative for 18 participants for increased knowledge of diplomacy and the UN environment.
- Enhanced knowledge and skills in the field of multilateral diplomacy of 640 Member State delegates at venues where the UN maintains a significant presence
- Increased awareness of 56 women diplomats and delegates on leadership skills pivotal to their full and effective participation in multilateral decision-making for a
- Strengthened knowledge, skills and awareness of 4,061 country-based diplomats and other government officers on the UN intergovernmental machinery, decision making and multilateral conferences

Key Knowledge Sharing Activities and Results

- The UN ‘How To’ app as an information portal on navigating the UN system was downloaded 8,700 times

37 UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.



Pillar 3.

PLANET - Support the conservation, restoration and safeguarding of our planet for present and future generations. ³⁸

Key Learning Activities and Results

- The UN CC:e-Learn platform has reached 230,000 individuals.
- Assisted in establishing the EduCCate Global Programme increasing climate change and sustainability learning in schools.
- Five countries have developed/upgraded national climate change learning strategies with support from UNITAR
- 12,000 participants reached through two new e-courses relating to the green economy and sustainable finance.
- 200 government officials across three countries attended UNITAR organized training workshops on the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) Toolbox for Decision Making in Chemicals Management.
- The Regional Training Centre of the Permanent Interstate Committee for Drought Control in the Sahel towards improved climate change learning in West Africa.
- 20 Sudanese government stakeholders trained in mercury inventories.
- Supported the governments of Sierra Leone and the Democratic Republic of Congo to finalise National Action Plans for the artisanal and small-scale gold mining sector.
- 300 government stakeholders participated in Pollutant Release and Transfer Register training in Ecuador

Key Knowledge Sharing Activities and Results

- Development of the Green Learning Network to facilitate sharing, collaboration and learning for learning institutions and education professionals.
- Organized lessons-learned workshops following pollutant release and transfer register projects in five countries.



Pillar 4.

PROSPERITY - Promote inclusive and sustainable economic growth.

Key Learning Activities and Results

- 45 public, private and civil society stakeholders participated in 2-Learning courses relating to public finance and debt management and trade and intellectual property rights.
- 15 junior and mid-level strengthened their capacities in relation to social entrepreneurship and community leadership through business solutions.
- Provided training on organizational needs assessments, project planning, leadership and entrepreneurship to 23 youth South Sudanese participants.³⁹

³⁹ UNITAR. 2019. 2019 Results Report.



Pillar 5. CROSS-FERTILIZATION - Optimizing the use of technology and supporting coherence for the 2030 agenda.^{40 & 41}

Key Learning Activities and Results

- Inclusion of technological considerations in several training contexts including Anti-Corruption.
- Produced 282 geo-spatial products in response to donor and partner requests.
- 630 participants in e-courses for stakeholder engagement, the 2030 Agenda and data governance.
- 56 stakeholders increased awareness and skills in relation to "Business and Human Rights: Key to Achieving the SDGs"
- 227 participants in a training on SDG 16 and SDG 5 relating to conflict resolution, mediation and negotiation.

Key Knowledge Sharing Activities and Results

- New series of knowledge sharing events titled TechNovation Talks with 61 student participants.

40 UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

41 UNITAR. 2019. 2019 Results Report.

FACTORS AFFECTING RESULTS ACHIEVED

43. UNITAR's ability to achieve intended results is impacted by several factors. The Strategic Framework highlighted a series of risks, challenges and assumptions. These include the global development funding and uncertain political and security contexts. These challenges have been evident during the period under evaluation. However, there are also several internal challenges which hinder the achievement of results. Such challenges include competing institutional priorities between individual and institutional learning and the funds available for each⁴², the cooperation and assistance of host governments in UNITAR's service delivery,⁴³ and UNITAR's broad range of clients including donor-clients, partners, other UN agencies and humanitarian agencies which somewhat dilutes the intended focus on Member States as beneficiaries.⁴⁴ Yet, overall, UNITAR achieves satisfactory results which are assisted by its expertise, its broad training and research mandate and ability to deliver work in multiple thematic areas through partnerships, the high quality of activities and the relevance of training materials for participants.

44. The potential of UNITAR to achieve strategic results is perhaps hindered most by the availability of resources. The requirement to mobilize income to match budget requirements is a factor which affects UNITAR's programming and is strongly linked to a reliance on voluntary funds.⁴⁵ As reported in earlier discussion, only 8 per cent of 2018-2019 planned outcome areas did not receive funding. However, the demand-driven nature of much of UNITAR's funding decreases flexibility of programming towards the achievement of strategic objectives. Furthermore, the availability of resources and in particular very limited voluntary core contributions inhibits the Institute's ability to increase programming and achieve additional results, despite expressed demand. These limits represent a negative impact on staff morale. Staff have found avenues to effectively lobby for the achievement of relevant and impactful results with current donors but feel that UNITAR could be fulfilling a larger role in the global capacity building environment.

UNITAR'S SUPPORT TOWARDS THE ACHIEVEMENT OF THE SDGS

45. UNITAR makes contributions towards the achievement of the SDGs through several different pathways. While there is insufficient evidence to definitively provide any quantitative means to the contribution of UNITAR's activities towards achievement of the SDGs, there is some evidence that UNITAR supports contribution towards Agenda 2030 as illustrated in the draft ToC in Figure 1 and summarized in **UNITAR's programming is reflective of the Institute's commitment to the 2030 Agenda**. UNITAR's outcome areas of programming under its different pillars were aligned with 14 of the 17 Goals in the 2018-2019 programme

⁴² UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

⁴³ UNITAR. 2018. Revision of the Programme Budget for the Biennium 2018-2019.

⁴⁴ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.

⁴⁵ UNITAR. Programme Budget for the Biennium 2020-2021.

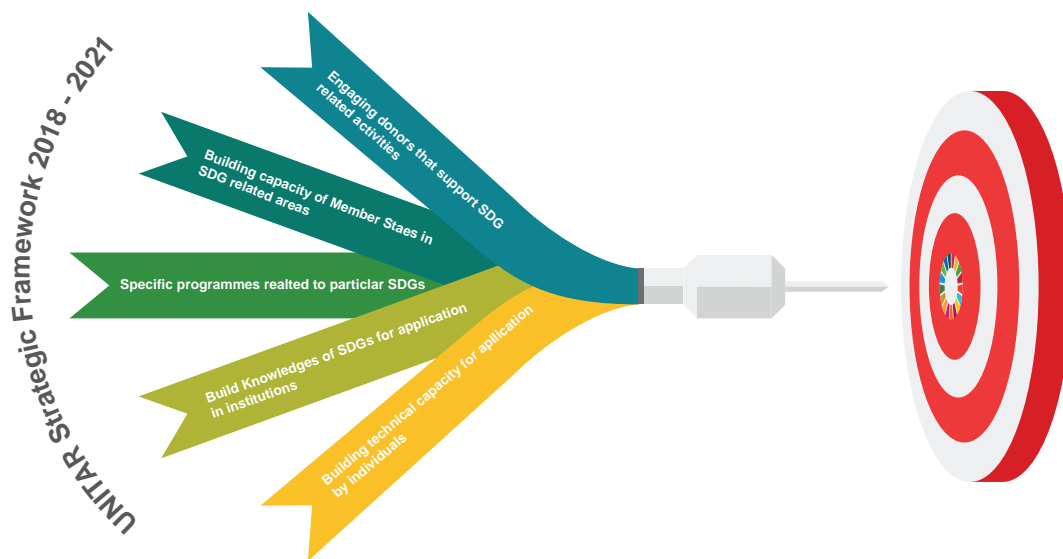
budget, with 68 per cent of the 87 result areas aligned with SDGs 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), 13 (Take urgent action to combat climate change and its impacts) and 12 (Ensure sustainable consumption and production patterns).

Figure 2. Feedback from partners and participants indicate UNITAR’s contribution to building knowledge and capacity around the SDGs is significant. All donor survey respondents indicated that the SDGs are important to their organizations, with more than 85 per cent of respondents advising that the SDGs are highly important illustrating UNITAR’s strategic partnerships towards achievement of the SDGs.

46. UNITAR’s programming is reflective of the Institute’s commitment to the 2030 Agenda.

UNITAR’s outcome areas of programming under its different pillars were aligned with 14 of the 17 Goals in the 2018-2019 programme budget, with 68 per cent of the 87 result areas aligned with SDGs 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), 13 (Take urgent action to combat climate change and its impacts) and 12 (Ensure sustainable consumption and production patterns).

Figure 2. UNITAR’s pathways of support to achieving the SDGs



47. UNITAR’s programming decisions have reflected a desire to support Member States’ efforts towards the achievement of the 2030 Agenda. For example, regional learning activities in the Asia-Pacific region support stakeholders to recognise the importance of monitoring and reporting systems based on evidence to achieving the SDGs and to apply

good practices in this regard.⁴⁶ UNITAR also contributes a range of enablers that assist other stakeholders to move along trajectories towards achieving the SDGs. For example, 630 participants in UNITAR's e-learning courses increased knowledge relating to stakeholder engagement, the 2030 Agenda and data governance. Furthermore, the Agenda 2030 Unit trained government stakeholders on the importance of fit-for-purpose data for sound policy decisions and SDG monitoring and reporting practices. Similarly, UNITAR's CommonSensing project contributes to new standards for leveraging resources and reporting expenditure to strengthen policies for achievement of climate-related SDG targets. While some UNITAR activities do not directly contribute to Member State's efforts to achieve any single SDG, others build vital capacity for Member States to achieve the SDGs. However, as a whole, only four per cent of learning beneficiaries are accounted for by the Agenda 2030 and Satellite Analysis and Applied Research activities signifying a lower level of overall alignment to the 2030 Agenda compared with programming related to other Goals.⁴⁷

UNITAR'S ABILITY TO ADAPT TO CHANGING CONTEXTS

48. UNITAR maintains a strong strategic focus on adaptation and innovation which flows through the organisation and is encouraged by the demand-driven business model.

UNITAR's demand-driven approach to programming requires a high degree of adaptability and flexibility to allow the Institute to respond to expressed needs and demand. An integral part of this approach is the ability to innovate in response to demand. One internal stakeholder highlighted that "innovation is an integral part of delivery" in the context of UNITAR. Given the integrated nature of innovation it is noted that innovation itself should not be a stipulated outcome as the most useful innovations are those that are developed out of necessity in new contexts. UNITAR's most effective innovations begin with UNITAR being present in the required contexts, understanding the dynamics of this context and applying known and evidenced methods to the new context.

49. UNITAR has a proven ability to identify, develop and adapt to new technologies and innovations by effectively integrating them into programming approaches.

For example, a panel discussion was held in 2019 titled 'Peace in the Digital Era: Information Technology for Increased Protection on the Ground' and women-focussed small and medium enterprises in Afghanistan have received training including 'Frontier Technologies for Sustainable Development: Unlocking Women Entrepreneurship through Artificial Intelligence.'^{48&49} Another example of UNITAR's adaptability is the overhaul and re-launch of the introductory e-course on climate change which was updated to respond to the latest available instructional design standards. Similarly, UNITAR has developed a new model to enable flood mapping

⁴⁶ UNITAR. 2019. 2019 Results Report.

⁴⁷ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data reported in October 2019.

⁴⁸ UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

⁴⁹ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

which utilises latest artificial intelligence technology.⁵⁰ UNOSAT is noted to be a particularly innovative programme which actively responds to frontier issues with work ongoing to develop an artificial intelligence pipeline for use in automated disaster mapping and other humanitarian and disaster response contexts.⁵¹ UNITAR has shown commitment to maintaining this focus on innovation and new technologies through the recent development of an innovation lab, ongoing programming which incorporates virtual and augmented reality technology and initiatives to include technological solutions in the recent Defeat-NCD Partnership.⁵²

50. While UNITAR staff acknowledge that the Institute is adaptable, especially in the context of new technologies, UNITAR is much less adaptable to new thematic areas. More than 60 per cent of staff survey respondents indicated that UNITAR is moderately or very adaptable to new technologies. In comparison, only 50 per cent felt the same about new thematic areas. However, there is some evidence that UNITAR is adaptable to new thematic areas. For example, the Diplomacy 4.0 concept has been revised and updated to respond to changing contexts and priorities,⁵³ and the People division has broadened its portfolio of work to include important projects with close ties to the SDGs in the fields of health and road safety.



50 UNITAR. 2019. 2019 Results Report.

51 UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

52 UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

53 UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit-for-Purpose: UNITAR programming and frontier issues.

d. Efficiency

Assessment of the efficiency of UNITAR's Strategic Framework is based on the following key areas of assessment:

- The cost efficiency of UNITAR's activities in relation to alternative activities
- The timeliness of delivery of UNITAR activities
- Internal and external collaborations towards efficiency

UNITAR'S ACTIVITIES ARE GENERALLY CONSIDERED TO BE COST EFFICIENT AND GOOD VALUE FOR MONEY

51. UNITAR is achieving rapid income growth due to increased demand for services.

UNITAR has been successful in leveraging external partners and resources to deliver results and this is reflected in the increase in programming over the last few years. The financial report and audited financial statements for the year ended 31 December 2019⁵⁴ stated that in 2019, UNITAR reported a surplus of \$16.0 million. Its net assets increased from \$23.5 million to \$31.9 million. Total revenue for 2019 of \$44.9 million increased by \$18.9 million from \$25.9 million in the previous year. This includes voluntary contributions of \$37.4 million (83.3 per cent) and revenue from services rendered of \$6.9 million (15.3 per cent). Voluntary contributions from Member States increased from \$11.7 million in 2018 to \$23.6 million in 2019. Other voluntary contributions increased from \$8.6 million in 2018 to \$13.8 million in 2019. Over the period from 2014 to 2019 UNITAR, signed 594 project-related contribution agreements with a total value of \$134,075,962.74 (Table 3). Most of these agreements funded unique projects.

Table 3. Number and Value of Projects 2014-2019

Value Group	No of Projects	\$ Value of projects	Number of Projects	Value of projects
under 50,000	241	\$5,811,877.13	40%	4%
50,000 to 100K	115	\$8,292,112.53	19%	6%
100K to 500K	183	\$39,308,736.06	31%	29%
500K to 1M	36	\$25,474,510.46	6%	19%

⁵⁴ UNITAR, Financial report and audited financial statements for the year ended 31 December 2019 and Report of the Board of Auditors 2019

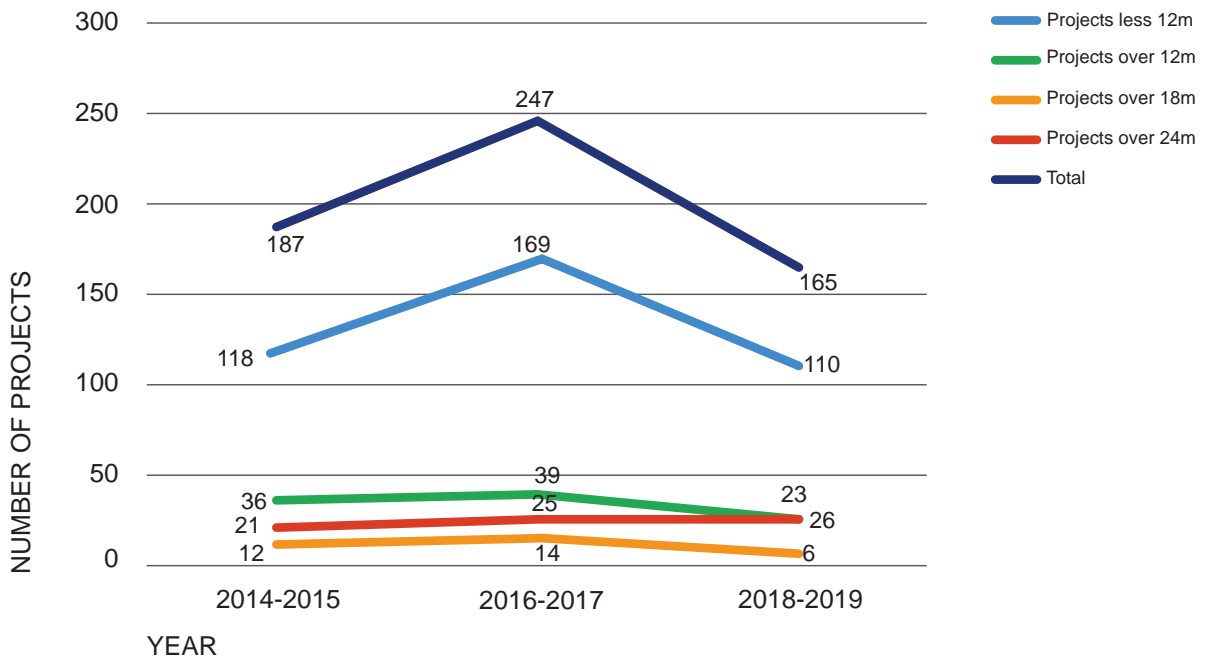
Value Group	No of Projects	\$ Value of projects	Number of Projects	Value of projects
over 1M	24	\$55,188,726.56	4%	41%
TOTAL	599	\$134,075,962.74	100%	100%

Source: UNITAR donor project agreement records, accessed August 2020 but does not include 28 projects in 2020.

52. The value of projects is increasing but polarized towards smaller projects. The average value of the 599 agreements was US\$223,833. Most contribution agreements (59 per cent) are below \$100,000. Project values are almost polarized with 24 projects having a value of over \$1 million, making up 4 per cent of the number of projects and accounting for 40 per cent of the total budget. The 241 projects with a value of under \$50,000 make up 40 per cent of the number of all projects, however they only account for 4 per cent of the value of all projects. The smaller projects still require internal basic administration and management services, therefore on balance, it can be inferred that a disproportionately high proportion of contract management costs are applied to only 4 per cent of the total value of UNITAR project.

53. The increase in average value of projects is largely due to the larger and longer-term projects. The value of the longer-term projects (over 24 months) has increased from nearly \$16 million to \$20 million over the 2014-2019 period. Over the same time, the number of these projects only marginally increased from 21 in 2014 to 23 projects in 2019. There was an increase in number of projects during the period 2016-2017 but this was due to short-term projects of less than 12 months. In the period 2018-2019, the number of all projects has decreased except for those projects with a duration of more than 24 months (see Figure 3). The current business model works well for the traditional smaller scale projects; however, for the larger projects there is a need to bring in resources and mobilise large scale funding which will require a different level of operation. The longer time required to onboard new staff and bring them up to par with UNITAR processes, procedures and standards is a factor that should not be underestimated for such projects.

Figure 3. Number of Project agreements by Year and Duration 2014-2019



Source: UNITAR internal financial records, accessed August 2020

54. A small number of large projects account for a disproportionately high percentage of the value of all programming, representing both a risk and an opportunity for the Institute. Analysis of the larger value projects reveals 3 per cent of projects are valued between \$1 million and \$3 million and that nine projects valued at over \$3 million make up 27 per cent of the value of all projects. If the nine largest projects (>\$3M) are counted separately, the average value per project drops from \$236,244 to \$174,267.22. Of these nine projects, five were in 2018/19 totalling \$24,154,660, one was in 2016/17 totalling \$3,115,140, and three were in 2014/15 totalling \$11,485,133. The average value of projects valued at over \$3 million was \$3,828,378 in 2014/15, \$3,115,140 in 2016/17 and \$4,830,932 in 2018/19. This represents an overall average increase of approximately \$1 million per year for larger projects from 2014 to 2019. (see Table 4)

Table 4. Number and Value of Projects 2014-2019 - >\$1 million

Value Group	No of projects	\$ Amount of projects	Number of all projects	Value of all projects
>1m to 3M	16	\$ 24,104,690.56	3%	18%
over 3M	8	\$ 31,084,036.00	1%	23%
TOTAL (over 1M)	24	\$ 55,188,726.56	4%	41%

Source: UNITAR internal financial records, accessed August 2020

55. Despite rapid financial growth, the financial position of UNITAR in terms of institutional assets and liabilities is worsening, the total assets of UNITAR decreased from \$37.1 million as at 31 December 2017 to \$36 million as at 31 December 2018 but then increased to \$52.8 million at the end of the reporting period. This year, income and assets are expected to decline, due to increased competition and the effects of the COVID-19 pandemic. Liabilities also rose from \$11.5 million as at 31 December 2017 to \$12.5 million as at 31 December 2018 and further to \$20.8 million as at 31 December 2019.⁵⁵ Furthermore, in 2019, expenditure included \$10 million for staff expenditure (2018: \$10.7 million), \$6.3 million for consultants, interns and trainees (2018: \$5.6 million) and \$3.3 million for grants and other transfers (2018: \$3.8 million).⁵⁶ The financial report and audited financial statements for the year ended 31 December 2019⁵⁷ stated that in 2019 there was an actuarial loss on employee benefits liabilities of \$7.5 million. This means that the financial position may increasingly affect the ability of the Institute to deliver on the Strategic Framework.

56. UNITAR is taking an ambitious approach to budgeting that may require recalibration to the current financial risks. The programme budget of \$88.28 million covering the biennium 2020-2021 (Table 5) is an overall increase of 59 per cent over the revised budget approved for the biennium 2018-2019 for \$55.56 million.⁵⁸ It was developed after a review of opportunities and challenges and the planned programme activities as well as a review of the costs for staff, other personnel, operational support and institutional costs for the period. The budget is also comprised of \$75.373 million for programmes and \$12.910 million for Functional Enablers (Executive Office and operational expenses). While the increase in revenue achieved between 2018 and 2019 demonstrated a jump in revenue of 73 per cent, unlike most other UN agencies, the amount raised was still almost \$11 million below the amount budgeted for that year. Given the severe impacts and uncertainties of the COVID-19 Pandemic and the

55 UNITAR, Financial report and audited financial statements for the year ended 31 December 2019 and Report of the Board of Auditors 2019

56 Ibid

57 Ibid

58 UNITAR Programme Budget for the Biennium 2020-2021. The timing of the present report coincides with the submission of the proposed revision to the programme budget of \$68.10 million, with a reduction of \$20.18 million Revision to the Programme Budget for the Biennium 2020-2021, proposed for consideration by the Board of Trustees. UNITAR/BT/61/4.

increased competition for scarce resources, UNITAR may need to further review the budget for the remaining years of the Strategic Framework.

Table 5. Proposed Biennial Budget 2020-2021 by Strategic Pillar

Strategic Pillar name	2020 (USD)	2021 (USD)	Total for the Biennium 2020- 2021 (USD)
Peace	8,480,202	8,164,180	16,644,383
Prosperity	2,385,360	2,385,360	4,770,720
People	3,132,321	3,320,820	6,453,141
Planet	5,477,694	4,941,000	10,418,694
Cross-cutting Areas	9,358,171	7,720,798	17,078,970
Strategic Framework Funds	2,014,304	1,979,548	3,993,852
Defeat NCD Partnership	12,987,483	18,297,492	31,284,976
Subtotal	43,835,536	46,809,199	90,644,735
Less Internal Transfers	-7,488,260	-7,783,427	-15,271,687
Total Programs	36,347,276	39,025,772	75,373,048
Functional Enablers (Eds Office and Operations)	6,161,992	6,748,192	12,910,184
TOTAL BUDGET	42,509,268	45,773,964	88,283,232

Source: UNITAR internal financial records, accessed August 2020

OTHER FACTORS AFFECTING EFFICIENCY

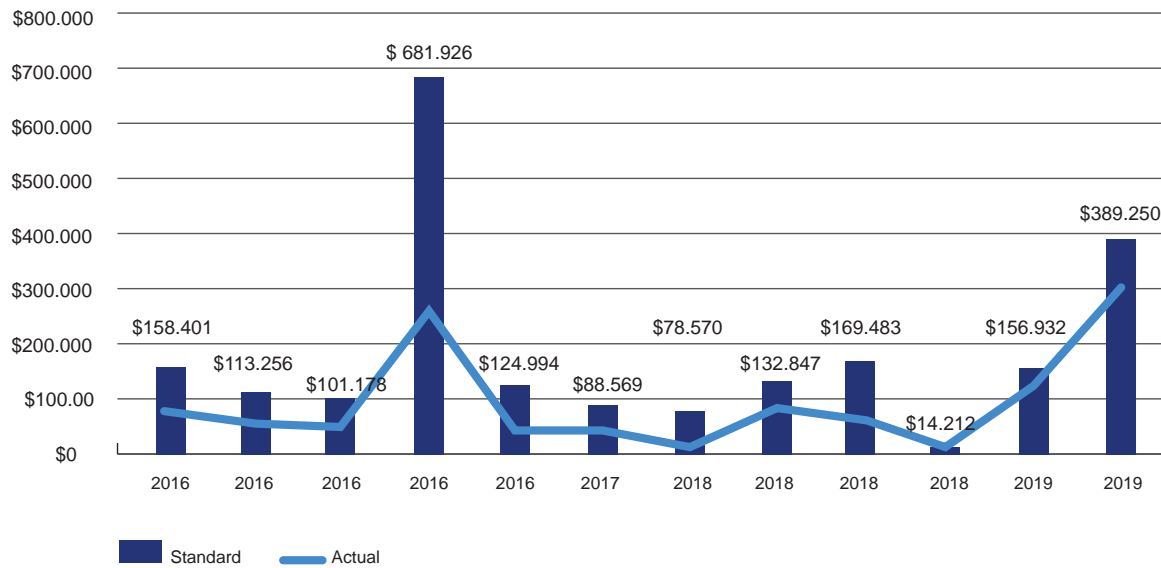
57. UNITAR's business model requires efficiency and responsiveness but presents challenges for the Institute to meet strategic objectives. The project-based nature of UNITAR's funding encourages the complete utilisation of available resources as project budgets are closely tied to inputs and the delivery of activities. In some cases, the full use of funds may influence funding levels from the same donor into the future. This system is noted to work well for value for money and transparency purposes. The approach requires agility and adaption as there is a necessity to be responsive to demand and opportunity to leverage funding. Through the consultation process it was felt that the short-term nature of contracts

with staff and other personnel contributed to UNITAR's ability to be flexible within a project as this expertise can be easily repackaged. However, there is some impact on staff mobility and job security, but the advantages outweigh the disadvantages. It is recognised that this agility can undermine the ability of the Institute to deliver on the mandate as there is an emphasis on 'chasing' and leveraging funds which may encourage pursuing activities that do not directly respond to UNITAR priorities and direct contribution to strategic objectives.

58. UNITAR's passionate and knowledgeable staff is one of the Institute's greatest resources, but high staff turnover associated with year to year contracts represents a risk to the organization. UNITAR's approach to contracting allows it to adapt staffing decisions to current programming. This assists with UNITAR's responsiveness and adaptability to expressed demand. However, the short-term contractual arrangements represent a drain on institutional knowledge and internal relationships. Similarly, given UNITAR's emphasis on training delivery, the Institute employs a relatively low number of individuals with training expertise but rather requiring project management skills. While this approach contributes to efficiency, some evaluation respondents raised queries regarding the clarity of the core training-related business of the Institute. This risk is exacerbated by the lack of untied funding available to UNITAR which could ordinarily be utilised to fund such roles and coordination efforts. Such trends are also evident in the context of the bottom-up process for funds mobilization and the absence of corporate level fundraising personnel. As a result, other staff, generally at the manager level, invest their time in raising funds and managing relationships with donors. While programme units need to lead such efforts given the largely earmarked special purpose programme focus of voluntary contributions, such tasks can also represent a drain on the efficiency of the organization as it decreases the time available for these managers to complete other skilled tasks. The lack of sufficient dedicated and skilled public relations and corporate communications expertise and coordinated internal systems for good practices is reflected in the feedback from several donors and implementing partners that UNITAR does not sufficiently follow-up with timely reporting or follow-on communications to maintain and foster relationships.

59. UNITAR's cost recovery approach is generating internal revenue streams, but exemptions are eroding financial stability. UNITAR's cost recovery approach is based on the application of programme support costs (PSC) at 7 per cent of the programme expenditure and direct support costs (DSC) at 11 per cent of the programme contributions, in accordance with the full cost recovery policy approved in 2013. The collection of PSC and DSC includes an option for exemptions; such that the effective cost recovery rate is lower than the estimated 18 per cent. The exemptions reduced the bottom line by almost a million dollars (US\$991,992) for the 2016-2019 period with a further projected financial impact of US\$226,714 for on-going projects (see Figure 4). Feedback from donor partners indicates that, generally, UNITAR's added value to capacity development activities is worth the 18 per cent allocated. In many cases donors indicated that they were willing to pay a 'premium' in order to work with UNITAR given the quality of UNITAR's activities.

Figure 4. Exceptions to Cost Recovery Rates 2016-2019



Source: UNITAR internal financial records, accessed August 2020

60. The financial report and audited financial statements for the year-ended 31 December 2019 found shortcomings in the approval process of exceptions to non-standard Full Cost Recovery rates. The report identified a need to strengthen the criteria for the approval of exceptions to the standard Full Cost Recovery, as well as to consider the analysis with the financial implications carried out by Finance and Budget Unit of UNITAR prior to the signature of the agreements, in order to avoid future negative cost recovery gaps.⁵⁹ UNITAR needs to carefully consider the need and benefits before offering exemptions from project support costs as, in general, funders say that cost is not the biggest decision-making factor. A better model is for UNITAR to retain their costs and offer assistance and direction in going to other sources to pay the costs that UNITAR requires. Furthermore, based on the feedback from donors, UNITAR services are considered good value for money, therefore there is no compelling reason to offer discounts. By offering a discount it negatively impacts on UNITAR’s bottom line which then has an ongoing impact on the organization’s finances.

COST EFFICIENCY AND TIMELINESS

61. The crowded global capacity development space requires UNITAR to operate efficiently. Given the number of actors globally providing capacity development activities UNITAR is forced to be cost efficient in order to compete.⁶⁰ For example, in 2019 UNITAR delivered

59 UNITAR, Financial report and audited financial statements for the year ended 31 December 2019 and Report of the Board of Auditors 2019

60 UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

11,951 events days of activity--almost twice as many days as it did in 2018 (5,968). UNITAR issued in 2019 a further 30,000 completion certificates than targeted numbers with no additional financing required. This efficiency is attributed to strong partnerships and ongoing stakeholder engagement across sectors.⁶¹ Interviews with partners indicate that they believe that UNITAR is cost efficient. While UNITAR is sometimes seen as expensive in the market, their connection with the UN and the high level of professionalism within UNITAR makes the price point difference worth the additional cost. Both donors and other partners indicated that they prioritized UNITAR as an organisation of choice because of this added value. The SFF also prioritises resource allocations based on effective partnerships which are identified as an important avenue for maximising efficiency.⁶² The UN SDG:Learn portal is noted as a positive example of collaboration to avoid duplication and has similarly been praised by partners for its cost-efficiency.⁶³ Another example of UNITAR efficiently utilising leveraged funds is present in the 917 scholarships which have been awarded to participants from G77 countries and countries in special situations with the support of Swedish funds through the Levelling the Playing Field initiative.⁶⁴ In general, UNITAR staff survey respondents believe that the Institute operates efficiently.

UTILISATION OF INTERNAL COLLABORATIONS FOR EFFICIENCY

62. There is a strategic push towards increased internal collaboration. As mentioned above, UNITAR has signified a preference for internal collaborations through resource allocation from the SFF.⁶⁵ Similarly, UNITAR assesses the potential for internal collaboration when contemplating the inclusion of new programme areas. This approach was used in integrating the Sustainable Cycles (SCYCLES) Programme from the United Nations University into UNITAR's portfolio. It determined that integration of this programme would complement the work of the Planet Pillar and especially the Chemicals and Waste Management Programme Unit.⁶⁶ However, UNITAR stakeholders indicated that internal collaborations largely arise organically on an ad-hoc basis and that there are no formal systems in place. Stakeholders also emphasised the importance of productive collaborations rather than just a strategic push for internal collaborations which may not maximise results or efficiency.

63. When it is identified as being of benefit, collaboration amongst divisions is conducive to the achievement of results. However, the different divisions are quite distinct in their programming and most of the time there is no identified added value in collaborating. Robust scrutiny in programme design stages should identify where collaboration needs to be targeted to add value and achieve greater results as collaboration for the sake of collaboration is a

61 UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019. Data incomplete for 2019.

62 UNITAR. Strategic Framework Fund: Governing Principles.

63 UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

64 UNITAR. 2019. 2019 Results Report.

65 UNITAR. Strategic Framework Fund: Governing Principles.

66 UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

waste of time. For example, UNITAR previously started a number of groups internally to focus on collaboration but these have not continued because there was marginal added value to such processes; rather, larger scale projects may introduce opportunity for more integrated approaches.

UNITAR'S PARTNERSHIPS AND COLLABORATION FOR EFFICIENCY AND LEVERAGING FUNDS

- 64. UNITAR is experiencing an increase in budget but this is strongly bound by tightly earmarked funds.** UNITAR witnessed an 8.2 per cent increase in budget between the 2016-2017 and the 2018-2019 biennia.⁶⁷ This suggests that UNITAR's overall ability to leverage funds is positive. However, UNITAR's demand driven business model results in a strong reliance on earmarked funds which minimises the scope for flexibility in programming to respond to strategic objectives, including addressing the needs of countries in special situations. The Institute's ability to leverage non-earmarked contributions to the General Fund has been less effective over the past several years. This challenge coincides with a trend in development assistance in which development assistance to multilateral organizations is increasingly earmarked. While this trend is partly the result of a growth in earmarked development funding from other sectors such as regional organizations, the private sector and NGOs, the decline in voluntary, core contributions is also due to increased scrutiny paid by OECD DAC countries on multilateral organization spending.⁶⁸
- 65. UNITAR works quite well in leveraging other UN organizations towards delivering results, where these relationships exist, but broader coverage of such relationships will improve efficiency.** Thirty-nine per cent of 2019 beneficiary-related results were delivered with UN partners. However, there is also the potential to do more, particularly with the UN reform where, as a UN Entity, the Institute can engage at the national level across multiple countries. While establishing a country office presence is not realistic at this stage, there are opportunities for UNITAR to increase in-country partnerships and strengthen networks towards increased impact and results through better linkages with the UNSDCF processes and in conjunction with multi-country, multi-donor initiatives. For example, the Green Climate Fund selected UNITAR not only because of the Institute's expertise, but also because it can offer an efficient service and cover multiple countries with the same provider for different countries and different regions. Beyond this particular thematic fund, leveraging other types of funding such as inter-agency pooled funding instruments e.g. (Multi-Purpose Trust Fund – MPTF) has been limited to the Planet pillar, which receives close to \$1 million of yearly programme support through engagement with the Partnership for Action on Green Economy – PAGE, in which UNITAR was one of the founding UN partners.

67 UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

68 Ibid. While the core-non-core dichotomy does not apply to UNITAR as it receives no core contributions, the non-earmarked voluntary contributions are often assimilated as such, since they are channelled to the General Fund for general operating expenses and institutional costs and not for programming results. See United Nations, General Assembly and Economic and Social Council A/74/73 and E/2019/4.Add.2, Funding Analysis of Operational Activities for Development Addendum 2. 18 April 2019.

66. Fundraising approaches are fragmented and are largely decentralized at the programme unit level rather than guided by a corporate approach; the Strategic Framework Fund is a positive initiative.

The mobilization of funds is largely driven from the bottom-up, with divisions and programme units responsible for meeting programme and budget requirements. The Institute-wide approach to resource management in UNITAR is not fully systematic across the organization at present. While UNITAR has an overarching Resource Mobilization Strategy which was welcomed by the Board of Trustees in 2016, the growth and other targets in the strategy have been largely surpassed by events with the sizable increase in the 2020-2021 programme budget and the integration of The Defeat-NCD Partnership. A new resource mobilization strategy will be articulated in 2021.

67. The Strategic Framework Fund has potential as a pool of voluntary contributions from governments, intergovernmental organizations and from foundations and other non-governmental sources.

The establishment of the SFF in 2018 aimed to increase flexibility of earmarked funds. Voluntary contributions to the SFF are intended to support general implementation of the Framework or specific thematic areas, geographic contexts or other priorities. Within such allocations, UNITAR aims to allocate funds based on expressed needs and strategic objectives such as the needs of those countries in special situations⁶⁹ The SFF is also designed to enable UNITAR to leverage resources from multiple donors through a pooled fund approach⁷⁰ The relationship for the Strategic Framework Fund with existing donors is very promising and UNITAR is promoting this type of partnership as an optimal model. However, UNITAR has not yet secured enough confidence to attract additional donors. Feedback from donors interviewed during the evaluation suggested that there is still lack of clarity of the criteria, the robustness of decision-making on selection of activities and insufficient documentation of the added value of the financed initiatives. Further and clearer reporting will help to promote the SFF advantages.

⁶⁹ UNITAR. Strategic Framework Fund: Governing Principles.

⁷⁰ Ibid.



e. Sustainability

Assessment of the sustainability of UNITAR's Strategic Framework is based on the following key areas of assessment:

- UNITAR's contribution to institutional change towards achievement of the SDGs.
- Degree of internal institutional change within UNITAR in response to changing ideas of sustainable development.
- The use of knowledge from UNITAR activities by participants.

UNITAR'S APPROACH TO SUSTAINABLE DEVELOPMENT

68. The existence of the Strategic Framework in itself is a testament to UNITAR's commitment to sustainable development. The evaluation evidence sources all confirmed that UNITAR is explicitly and clearly committed to the 2030 Agenda and other global compacts in relation to sustainable development. This means that there is a clear advocacy for sustainable development that is embedded into UNITAR's programming and operation. Stakeholders perceive that UNITAR is strongly contributing to sustainable development.

UNITAR'S CONTRIBUTION TO INSTITUTIONAL CHANGE

69. There is evidence of UNITAR's contribution to institutional change within partner organizations and countries. The sustainability of UNITAR's activities in relation to driving institutional change as a result of UNITAR support is difficult to measure but there is evidence of positive outcomes. For example, half of all evaluation questionnaire respondents from UN agencies who had accessed UNITAR's "Integrated Policies and Policy Coherence for the SDGs" toolkit indicated some extent of institutional change within their organisation following

the workshops.⁷¹ Furthermore, over 78 per cent of participants indicated in post-event training evaluations that participation in UNITAR activities resulted in a change in approaches within their organisation (Table 6). Similarly, almost 60 per cent of participants from an e-learning course relating to stakeholder engagement and the SDGs have indicated that national processes for developing voluntary national reviews (VNRs) have improved in line with learning achieved.⁷²

Table 6. Impact resulting from participation in UNITAR's activities

Type of Impact	2018 Per centage of respondents agreeing or strongly agreeing		2019 Per centage of respondents agreeing or strongly agreeing	
	Male	Female	Male	Female
Shared learning	91%	87%	91%	87%
Changed perspective	88%	87%	88%	82%
Change in approaches	81%	76%	79%	77%
Called attention to topics	80%	75%	77%	73%
Produced new content/ projects	78%	68%	76%	74%
Increased recognition in participants	41%	50%	50%	43%

Source: UNITAR. *Evaluation on Beneficiary Application of Knowledge and Skills Poster 2018*. & UNITAR. *Evaluation on Beneficiary Application of Knowledge and Skills Poster 2019*.

70. During stakeholder interviews, there were many examples cited by respondents of how UNITAR support has contributed to institutional change. One example from the National Cleaner Production Centre Sri Lanka in collaboration with Ministry of Environment and Natural Resources in relation to chemical management indicates that the training from UNITAR led to substantial changes in management policies and procedures that were then in turn trained to provincial organizations throughout the company. These changes have led to amendments in national and provisional institutional systems and approval processes and an overall improvement in national chemicals management.

71. Larger-scale programmes extend beyond individual capacity development and change management to aim for shifts in country systems and approaches. These programmes such as the Peacekeeping Training Programming, UNOSAT and The Defeat-NCD Partnership have substantial potential for longer term and sustainable impact but could

71 UNITAR. 2019. 2019 Results Report.

72 Ibid.

be improved with more explicit consideration of sustainability, particularly at the country level. At the same time, there was an indication from the interviews that the most sustainable effects are where there is prolonged engagement with pathways for sustainable change that have been incorporated into the project design, with elements of policy and system change, as well as training of trainers, and an exit strategy for UNITAR's assistance build into the design. As such, integration of sustainability considerations from project design through to a clearly defined exit strategy could contribute to greater sustainability of results and increased institutional change.

USE OF KNOWLEDGE AND LEARNING FROM UNITAR ACTIVITIES BY PARTICIPANTS'

72. UNITAR's relevance to beneficiary contexts and priorities contributes to a high level of knowledge application. Post-event questionnaires indicate that in both 2018 and 2019 the application rate of new knowledge and skills for participants was over 80 per cent.^{73&74} Participants have identified the relevance of UNITAR activities to their contexts as a key driver of application.⁷⁵ Participants have utilised new knowledge and skills in a variety of ways as included in Table 6. Overall, 97 per cent of the MTE's survey respondents found participation to be useful and 91 per cent intended to use their new knowledge and skills. Other contributions towards impact include improved confidence of participants to implement the training, identification by participants for the replication of training approaches to other contexts, increased emphasis on sustainable development and increased collaboration.^{76&77} Participant focus group discussions highlighted the sharing of knowledge and learning from UNITAR events by participants as discussed in Box 6.

BOX 6.

SHARING KNOWLEDGE ACQUIRED THROUGH UNITAR

Participants who took part in the focus group discussions for this evaluation emphasised both the personal and broader impact of participation in UNITAR activities. Many participants indicated that they themselves benefitted greatly from involvement with UNITAR through built capacity, increased knowledge and improved confidence. Additionally, many participants indicated that they have shared their newly acquired knowledge with others. Participants indicated that this sharing of knowledge occurs largely through informal mechanisms such as personal networks and workplaces but also more broadly through teaching and organizational contexts. Such sharing of knowledge suggests that UNITAR's approach to training trainers is not the only avenue to wider impact of learning activities.

73 UNITAR. Evaluation on Beneficiary Application of Knowledge and Skills Poster 2018.

74 Ibid

75 Ibid.

76 UNITAR. 2019. Independent Evaluation of the Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities Project (Phase II).

77 UNITAR. 2020. Independent Evaluation of the Global Network of International Training Centre for Authorities and Leaders.

73. Participants would appreciate greater cultural and contextual influence in design and programming. Participants did raise a point regarding the cultural content of the training; some which they felt was not relevant to context. In UNITAR, during the period January 2018 to September 2020, 75 per cent of events were delivered in English, 12 per cent in Spanish, 7 per cent in French and 3 per cent in Portuguese. While participants appreciated that the main languages were required, there was an interest in more training in French and Spanish and written material in local languages, even key points in PowerPoint slides to assist with memory of content and to aid in sharing knowledge.

f. Likelihood Towards Impact

Assessment of the likelihood towards impact of UNITAR's Strategic Framework is based on the following key areas of assessment:

- UNITAR's assistance to Member States towards achievement of the 2030 Agenda.
- Unintended impact of UNITAR activities.

UNITAR'S ASSISTANCE TO MEMBER STATES TOWARDS ACHIEVEMENT OF THE 2030 AGENDA

74. Despite some challenges in measuring impact, there is evidence that UNITAR's activities do contribute to impact and towards Member States' efforts for SDG achievement in a variety of ways. As discussed in section 5c (effectiveness) UNITAR contributes towards SDG progress in several ways. UNITAR's newly developed StaTact workshop approach has been piloted and led to the identification of data gaps and the development of action plans to address these. As of 2019, half of these action plans had been progressed towards objectives. Similarly, over 80 per cent of countries that utilised UNITAR's StaTact tool have reported changes to their national review and M&E systems following the training programme.⁷⁸ Similarly, participants indicated through focus group discussions that they have integrated principles and knowledge of the SDGs into their own work, regardless of context. One participant indicated how his involvement in a UNITAR course changed the way he worked in the aviation transport sector.

75. The development potential of direct training delivery is substantially less than that of institutional capacity building activities but a need to be responsive to donors encourages direct training delivery. An institutional capacity building approach is most evident in the Framework through sub-objective 5.3 "equip institutions to improve the quality of learning opportunities. This has somewhat cascaded into programming and results through

⁷⁸ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

other strategic objectives and in particular the Peace Division. In 2018-2019 34 events were deemed to contribute to sub-objective 5.3, although they were packaged under thematic pillars rather than sub-objective 5.3.⁷⁹ Individual participants in the FGDs noted that they had achieved a change in behaviour but raised the low level of follow-up. Some mentioned networks that had been established after training, but these tended not to continue. The low level of opportunities, but high interest, for continued engagement was noted by several participant respondents in the FGD. Such ongoing engagement would assist with capturing longer-term impact as well as encourage more sustainable outcomes and attract new projects.

76. UNITAR has experienced some difficulties in measuring impact. The small and nimble nature of UNITAR's programming and projects results in difficulties in assessing larger scale impact. In addition, limited resources often means that follow-up mechanisms to assess institutional changes and impact are not integrated into project planning.⁸⁰ However, a need to attract funding encourages a shift away from higher impact institutional capacity building, an integral part of UNITAR's primary purpose as a learning and capacity development institute. The current shift toward multi-year projects will assist with tracking of longer-term results and impact and prolonged stakeholder engagement. Similarly, follow-up with participants would also assist with understanding the wider impact of UNITAR's work.

77. UNITAR has a currently unfulfilled potential for impact through increased training of trainer courses focused on institutional capacity building. Training of trainer (ToT) courses, recorded on the EMS, accounted for only an estimated one per cent of UNITAR's projects between 2018 and 2019 based on a simple count for ToT in the event title in the event management system. Using the same approach, this proportion has increased from one per cent in 2018 to two per cent in 2019. This does not account for other events that may incorporate ToT aspects in their delivery so is likely to be under-represented. However, UNITAR could be maximising its potential for institutional change through an increased focus on building national institutional capacity to deliver training and providing training of trainer courses which currently only account for approximately two per cent of programming. Some current examples of this approach are provided in Box 7.

⁷⁹ Ibid.

⁸⁰ UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

BOX 7

GOOD PRACTICE EXAMPLES OF INSTITUTIONAL CAPACITY BUILDING FOR IMPACT

UNITAR's UN CC:Learn provided individual learning opportunities but also supported countries to develop learning strategies which utilised national learning institutions.⁸¹ Furthermore, The Defeat-NCD Partnership supports countries to develop suitable procurement systems and provides practical support to low-resourced countries to develop contextualised action plans. This in comparison to an alternative approach of UNITAR directly undertaking procurement tasks and unilaterally developing action plans. This has been identified as a key entry point for UNITAR with these countries.⁸²



81 Ibid.

82 UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

g. Crosscutting Issues

UNITAR's advancement of gender equality and women's empowerment

- 78. UNITAR successfully acknowledges and attempts to address gender disparities in their strategic and partnership decisions.** UNITAR's reporting mechanisms include data that is disaggregated by gender for most indicators symbolising UNITAR's integration of gender considerations as cross-cutting.^{83&84} UNITAR has partnered with prominent gender groups including UN Women and the Syrian Women Advisory Board further evidencing a commitment to gender parity. One implementing partner survey respondent noted the integration of gender considerations into UNITAR's activities as the institutes comparative advantage and all respondents indicated that UNITAR effectively mainstreams gender considerations.
- 79. UNITAR** has several projects and programmes specifically aiming to empower women. For example, education modules were delivered to members of the Syrian Women Advisory Board to increase knowledge and skills relating to several topics under the Peace pillar.⁸⁵ UNITAR aimed to strengthen the skills and capacities of 48 young female professionals in the Asia Pacific region relating to GIT applications to reduce disaster risk and increase resilience within the region through the UNOSAT programme.⁸⁶ UNITAR's knowledge sharing events and networks also work to improve gender outcomes through the Women's Leadership Programme and workshops such as "Promoting Gender Mainstreaming" and "The Leadership and Excellence Programme".⁸⁷
- 80. UNITAR's overall ratio of male and female learners is close to equal, apart from the Peace-keeping training.** The gender ratio of UNITAR's participants is relatively even between 2018-2019 with 55 per cent male participants, 44 per cent female and one per cent other gendered participants.⁸⁸ Gender balance varies on the criteria being applied. If the predominantly male participants in police and military units globally which participate in UNITAR's peacekeeping training are included, this adjusts the data so that almost 60 per cent of learning participants were male compared with 32 per cent female and just under nine per cent other genders. While the certificates of completion for events in which learning is objectively assessed, the number of certificates of completion issued for male and female learners in 2018 is virtually the same, at 2,306 and 2,046 respectively. The number of certificates of participation issued, however, is unbalanced, with 11,895 certificates of participation recorded for male compared to 2,101 certificates for female participants.

83 UNITAR. Evaluation on Beneficiary Application of Knowledge and Skills Poster 2018.

84 UNITAR. Evaluation on Beneficiary Application of Knowledge and Skills Poster 2019.

85 UNITAR. 2019. 2019 Results Report.

86 Ibid.

87 UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework

88 Ibid.

UNITAR'S ABILITY TO MEET THE NEEDS OF COUNTRIES IN SPECIAL SITUATIONS

81. Generally, UNITAR's efforts to address the needs of countries in special situations is successful. Learning delivered by UNITAR is shown to be relevant to countries in special situations with 86 per cent of participants from these countries applying the learned knowledge, 4 per cent higher than the average for all participants.⁸⁹ A relevance and focus of programming has translated into a high number of participants from these countries.⁹⁰ One third of all certificates of participation and completion issued by UNITAR in 2018 and 2019 were for participants from countries in special situations, including 20 per cent of learning related certificates. Similarly, between January 2018 and October 2019, over 4,000 learning relating participants were from countries in special situations in Africa.⁹¹ Similar to general participation, the participation of individuals from countries in special situation is not even across thematic areas. More than 67 per cent of these beneficiaries participated in activities under the Peace pillar and 16 per cent under the Planet pillar.⁹²

82. However, there are some threats to the ongoing success of UNITAR's efforts to address the needs of countries in special situations. The number of learning participants from countries in special situations is increasing in absolute terms but there is a trend of these participants accounting for a decreasing proportion of UNITAR's participants as illustrated in Table 7.⁹³ Few learners from these countries have received certificates of completion and the gender disparity is particularly noteworthy, with more than twice as many male participants certified than female in 2017 and 2018. Furthermore, the specified priorities of these countries have less impact on programming decisions than other priorities according to UNITAR staff survey respondents. The combined impacts of decreasing relevance and an increasingly smaller proportion of learning participants from countries in special situations have the potential to create a spiral effect which could hinder UNITAR's progress in leaving no-one behind.

⁸⁹ Ibid.

⁹⁰ UNITAR. Programme Budget for the Biennium 2020-2021.

⁹¹ UNITAR. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

⁹² UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework. Data is incomplete for 2019.

⁹³ UNITAR. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

Table 7. Portion of Participants from Countries in Special Situations

Beneficiary Category	2018	2019	2020
From countries in special situations (including UN CC:Learn).	18,346	20,918	489
From countries in special situations (excluding UN CC:Learn).	14,339	9,581	359
All learner beneficiaries with nationality recorded.	57,331	89,361	4,566
As a Proportion	32%	23%	10.7%

Source: Extracted from Events Management System on 01.10.2020 with incomplete programme data entry for 2020.

UNITAR'S ABILITY TO MEET THE NEEDS OF OTHER GROUPS MADE VULNERABLE

83. UNITAR effectively integrates a number of cross-cutting issues but is limited in its ability to create transformational change in this regard by the small size of the Institute.

UNITAR successfully integrates several cross-cutting issues into particular activities and at the strategic level. For example, participants have indicated that gender, human rights and youth considerations in particular are integrated into activities. There are good practice examples of integration of other cross-cutting issues, such as the work of the Peacemaking and Conflict Prevention Unit in relation to Indigenous People. However, other cross-cutting issues such as disability considerations are noted to less well integrated despite a strategic focus within the institute. UNITAR's ability to create substantial change in relation to these diversity considerations and other cross-cutting issues is hindered by the small scale of the organisation. To address this UNITAR can identify strategic partnerships with organizations with expertise in cross-cutting areas to maximise reach and impact in relation to these issues.

6. Conclusions Related to the Key Evaluation Questions

84. The below conclusions are developed to respond to the five key evaluation questions incorporated in the MTE assessment criteria.

Is UNITAR reaching the needs and priorities of intended users, donors and strategic partners?

85. UNITAR has demonstrated the ability to reach out to country governments worldwide and be engaged in strategic processes that help to identify national and localized needs and priorities. Donors and strategic partners highly appreciate the responsiveness of UNITAR to their needs and priorities, as well as clarity in what can and cannot be addressed by UNITAR resulting in expectations of donors and partners that are generally met or exceeded. UNITAR works closely with partners to identify the needs of end-users and this results in positive feedback on UNITAR events and initiatives from participants. Yet, UNITAR still has relatively low visibility in the international training sector and across UN agencies so there is potential for carefully managed growth.
86. The role of UNITAR and its comparative advantage in its functions could be more clearly defined and articulated to external parties. The functions as articulated in UNITAR Statute 2000 are training and research. The Strategic Framework expresses the functions as capacity development; knowledge services; knowledge and experience sharing; learning and knowledge strategies, approaches and methodologies. The attention of UNITAR on responding to donor demand and outputs leads to a diffuse range of activities and events that satisfy partner demands, but do not clearly demonstrate how UNITAR is delivering its core functions to achieve contribution to the SDGs.

Does the Strategic Framework ‘fit’ the present development agenda?

87. UNITAR’s alignment to global development agendas and frameworks, particularly the 2030 Agenda is recognized by strategic partners. UNITAR’s partners value the credibility and neutrality of UNITAR within the current development context. This is a comparative advantage that attracts and retains many partners. Structuring the Strategic Framework on the 2030 Agenda provides an important entry point for country relations and for substantive programming.
88. Consequently, the Strategic Framework and its implementation provides a positive approach for UNITAR to align with the 2030 Agenda. This suggests that there is not a need to substantially amend the Framework for the next five-year period; rather UNITAR can improve the articulation of how the Strategic Framework is being implemented, and how the results across each division contribute to the strategic objectives. As more countries initiate

UNSDCFs from 2021 onwards, it will be important to ensure that UNITAR programming is also responsive to needs and priorities identified in CCAs for UNITAR to contribute to collective UN support for achieving the 2030 Agenda.

How effective has programming been in delivering results?

- 89.** There is, in general, strong feedback on UNITAR's ability to deliver results. Programmes are considered to be well-designed, consultative, professionally managed, and with up to date and appropriate content. All stakeholders highlighted the importance of effective communications by as an enabling factor in successful programming and achieving results. Past programme participants contacted, appreciate and value the programme content. Opportunities for knowledge sharing between participants brings more cultural awareness and richness to the learning. Respondents suggested that more effort could be invested to contextualize materials, be more culturally aligned and provide local language written summary content to facilitate knowledge sharing.
- 90.** The move to larger, multi-country programmes potentially could bring stability through multi-year funding and will also give more visibility for UNITAR. Despite the move towards larger projects, the capacity of the organisation is currently more geared towards delivery of smaller short-term events (short term contracts and reliance on consultants). UNITAR's attention on frontier technologies is noted, particularly in UNOSAT. In general programme delivery is considered effective and fit –for-purpose. Donors and partners consider UNITAR's flexibility and adaptability as a strength in delivering results; this has been evident during the COVID-19 context, leading to positive feedback on UNITAR's capacity to respond effectively.

Has UNITAR delivered results in a cost-efficient manner?

- 91.** UNITAR is a relatively small organisation, that is relevant and efficient, but its potential is limited by scarce resources. Most funding (98 per cent) is tied to specific events or initiatives that leaves limited resources for strategic initiatives, maintaining staff and quality management processes. Despite these challenges, UNITAR still manages to reach an increasing number of beneficiaries through increasingly efficient approaches such as online courses. The feedback from donors was that UNITAR delivers well on targeted results, with few delays and within budget and so cost efficiency and professionalism of UNITAR are rated highly.
- 92.** Yet, the business model requires management staff to spend substantial human resources on funds mobilisation that can compromise attention on delivering results which contribute to achieving strategic outcomes. While the expertise of management staff is required to drive funding, the mechanisms for fundraising can be more strategic and managers more supported in resource mobilization activities. COVID-19 has led to increased competition for decreased available funding that brings risks to the current strategic trajectory towards bigger projects.

To what extent has UNITAR contributed to impact?

93. Partners confirm that UNITAR has good capacity in delivery of quality products that are creating good and, in some cases, excellent, direct and wider impact through the actions of those who have built their capacity, skills and knowledge through events. Most past participants contacted provided positive feedback of the significant impact that UNITAR has on their capacity and in some cases their way of life. Therefore, focus on support for curriculum development and training of trainers multiplies and amplifies benefits of UNITAR's efforts. UNITAR is active in advocacy for inclusion of countries left behind, in special situations and for vulnerable populations, particularly relating to gender equity. However, a more explicit focus on human rights, youth and disability considerations would further strengthen an inclusive approach. Donors and partners agree that UNITAR advocates for vulnerable groups, and although the proportion of individual learners is declining, the absolute number in these groups is still being maintained. The most important impact for vulnerable groups is through systemic change in countries and institutions.



7. Lessons Learned

94. The following lessons arise for further consideration in future decision-making and programming.
- The Strategic Framework aligned to the 2030 Agenda is powerful on the global stage and is also recognised at the local level so is an effective framework to adopt and continue.
 - UNITAR, as a small agency, cannot easily directly reach the most vulnerable populations in its countries of operation. Yet, UNITAR's partnerships with relevant institutions that support the most vulnerable enable UNITAR to influence sustainable solutions without direct intervention. Working at the institutional level does lead to positive benefits for vulnerable people.
 - UNITAR's work on frontier technologies is highly valued and has a large potential to influence all areas of UNITAR's work. UNITAR has a natural inclination towards innovation and technology which should be nurtured but not forced where it is likely to be resource intensive without sufficient return.
 - While UNITAR is more expensive compared to some other capacity building actors the quality of their activities is high enough to warrant the extra pricing and strategic partners appreciate the quality of activities.
 - UNITAR's impact is evident through informal and unexpected channels such as the sharing of knowledge by participants through personal networks.

8. Recommendations

95. Based on the conclusions and the direct feedback from partners, donors, participants and staff, the following five areas of focus and related specific recommendations are provided to inform the on-going implementation of the Framework and future strategic direction.

1. Responsiveness to the needs and priorities of intended users, donors and strategic partners.

- UNITAR should grow its profile through identified strengths including association with the UN name, responsiveness to demand and extensive expertise.
- UNITAR can capitalize more on the work that it already does to encourage existing and potential partners to replicate successful programmes and projects. UNITAR should more actively package and promote what has worked to current or potential partners for replication in other countries or contexts. This will generate higher value from proven approaches.
- UNITAR should increase linkages to the UN system, particularly through the UNSDCF process which would provide an opportunity for UNITAR to increase presence at the country level, grow its profile and contribute to UN efforts through its mandated functions. UNITAR could leverage strategic partnerships and networks, similar to the approach of the New York office discussed in Box 5 more broadly to raise UNITAR's profile and become more involved in the UNSDCF process. This can be carried out in a phased manner initially targeted on countries with current levels of engagement, gradually linking to other countries with high potential for engagement.
- UNITAR must continue to liaise very closely with donors and partners, recognising that excellence in communication is an underlying success factor that must not be compromised.
- UNITAR should place more attention on follow-up with partners and participants to keep them informed of UNITAR's activities in their sphere of interest and influence and maintain and expand engagement.

2. Maintaining clear alignment with the present development agenda.

- The current strategic alignment to global frameworks should be maintained for at least the next four years and the structure continued into the next strategic framework.
- Yet, there will be a need to continue and enhance engagement through the Strategic Framework with global frameworks and structures to provide effective entry points for new partnerships and programming.
- More effort is required to align divisional activities with the strategic objectives of the framework to demonstrate contribution to the SDGs. This could be done through concise regional frameworks and/or alignment to CCAs, linking to the overall framework that makes contribution more explicit and will enable better reporting on intended outcomes.

3. Programming focus on core functions for delivering maximum, longer-term results.

- UNITAR should consolidate its core functions on initiatives that contribute to national/ institutional capacity building and training sector development. These functions are more strategic and programmatic. The smaller projects that aim to facilitate knowledge and experience sharing and direct training delivery are valuable but can be limited in longer term impact. More attention needs to be paid to the potential for catalytic projects.
- Innovation in frontier technologies is desirable but requires careful demand assessment to avoid 'innovation for innovation's sake' and ensure a clear focus on strategic outcomes.
- Integrated approaches to programming where it can add value should be encouraged; but the real investment costs of financial and staff resource allocation and a clear values statement needs to be considered before engaging in complex integrated programming.
- Greater use of local engagement in product development including in languages other than English could capitalise on the existing products to improve understanding and expand reach.

4. Delivering more and wider results through targeted fund-raising and cost-recovery.

- There is potential to advocate for additional financing through a continued and expanded focus on promoting the value and impact of UNITAR's work.
- UNITAR needs to be more explicit with partners and donors on its requirement for cost-recovery and the justification for this.
- A whole-of organization fundraising strategy exists but needs revision so as to enhance the organization's efficiency in funds mobilization, ideally through specialized expertise in a dedicated role to facilitate leverage of funds across the organization, and particularly in new funding opportunities such as polled funds and for the SFF.
- UNITAR should continue the current shift towards multi-year and multi-country projects for stability of resource management, but at the same time with careful risk management to avoid the potential of issues with large-scale programmes.
- The Strategic Framework Fund needs to be more strongly promoted, with clearly implemented process for project selection and presentation of results to date, particularly addressing the needs of countries in special situations and other vulnerable groups.

5. Seeking to further understand and expand UNITAR's contribution to impact.

- Consider options for generating testimonials across UNITAR's core functions and more longitudinal tracking of a sample of participants to better understand the track of long-term impact from its interventions.
- The value of continuous advocacy for the most vulnerable through day to day communication and collaboration. More attention can be paid in the content of courses to raising awareness

on potentially disadvantaged groups such as migrants, people with disability and indigenous people.

- A more proactive approach to training of trainers can lead to multiplied benefits in UNITAR's function related to improving approaches, systems and mechanisms for knowledge and skills building. Internal resources are already being developed for TOT. This is commendable and needs to be implemented across the organization and tracked for continuous improvement and wider benefits.
- UNITAR can do more to demonstrate progress towards impact using cost-effective evaluative methods such as community-based monitoring, outcome mapping, most significant change methodology and generation of impact stories.
- UNITAR can place more attention on promotion, knowledge sharing, and collaborations to harness and expand reach from the goodwill of participants and good results achieved for amplified impact. This could include linking with the UNCT to support capacity development and knowledge building in relation to the CCA and UNSDCF, creating lightly managed alumni networks and UNITAR brand ambassadors.



Annexes

Annex a. Terms of reference

TERMS OF REFERENCE MID-TERM EVALUATION ON THE IMPLEMENTATION OF THE 2018-2021 STRATEGIC FRAMEWORK

Background

1. The **United Nations Institute for Training and Research (UNITAR)** is an important training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. UNITAR is guided by a four-year strategic framework which articulates the Institute's vision, mission, core values and strategic objectives and enablers. The present framework, covering the period from 2018 to 2021, was approved by the Institute's Board of Trustees in November 2017.
2. UNITAR develops the individual, institutional and organizational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges. Learning outcomes are associated with about two-thirds of the Institute's 600 some events organized annually, with a cumulative outreach to over 130,000 individuals, including 90,000 learners (2019 figures). Approximately three-quarters of beneficiaries from learning-related programming are from developing countries. UNITAR training covers various thematic areas, including activities to support the implementation of the 2030 Agenda for Sustainable Development; multilateral diplomacy; public finance and trade; health; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; social development; and resilience and disaster risk reduction.
3. Under its **2018–2021 strategic framework**, the Institute's programme of work is guided by the 2030 Agenda for Sustainable Development and the outcomes of other major conferences held in 2015, including the Third United Nations World Conference on Disaster Risk Reduction, held in Sendai, Japan, the United Nations Climate Change Conference, held in Paris, and the Third International Conference on Financing for Development, held in Addis Ababa. The Institute's strategic direction is also inspired by the call of the Secretary-General, contained in his report on repositioning the United Nations development system (A/72/124–E/2018/3), for United Nations entities to be the best providers in their domain, to follow integrated approaches, to be responsive to the differentiated demands of Member States, to deliver as one in partnership with other United Nations entities and to be nimble and results-driven.
4. The strategic framework structures the Institute's objectives, programming and activities under

the **peace, people, planet and prosperity pillars of the 2030 Agenda, in addition to cross-cutting programme pillars** on accelerating the implementation of the 2030 Agenda, multilateral diplomacy and optimizing the use of technologies for evidence-based decision-making. The framework places emphasis on reaching the furthest behind first by working to address the learning and broader capacity needs of stakeholders from countries in special situations, in addition to placing emphasis on women empowerment and gender equality. The framework also identifies the following key strategic enablers to support efforts to achieve the objectives: human capital and institutional partnerships; quality, learning and evaluation; strategic communication; and enhanced business processes. The Institute's organizational structure is aligned with the strategy, with division directors leading the development of programming under the relevant thematic and cross-cutting pillars, as well as leading operations and strategic planning and performance. The strategic framework calls for a mid-term evaluation.

Purpose of the evaluation

5. The purpose of the evaluation is to assess the relevance, coherence, effectiveness, efficiency and likelihood of impact from the first two years of implementation of the strategic framework and to provide evidence towards achieving the objectives and uncovering what works, why and under what circumstances; to identify any problems or challenges that the implementation has encountered; and to issue recommendations, if needed, and lessons to be learned. As a mid-term process-focused exercise, the evaluation's purpose is intended to provide an opportunity for learning and improvement. The evaluation should not only assess the extent to which progress has been made, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful delivery of the Institute's results and to inform the remaining period of implementation of the strategic framework.

Scope of the evaluation

6. The evaluation will cover the period from 1 January 2018 to 31 December 2019 (the first two years of the four-year framework) and focus on progress achieving the five strategic objectives, with particular attention on how the Institute's learning function has helped Member States and other United Nations stakeholders achieve Goals/targets of the 2030 Agenda. While the evaluation's scope covers the first two years and the five strategic objectives, the evaluation should maintain sufficient focus to deliver reasonably quick findings and conclusions, with actionable recommendations that are useful for the remaining period of the framework and help inform the subsequent strategy from 2022.

Evaluation criteria

7. The evaluation will assess project performance using the following criteria: relevance, coherence effectiveness, efficiency, and likelihood of impact.

- *Relevance: Is UNITAR reaching its intended users and is programming relevant to the beneficiaries' needs and priorities, as well as donors and strategic partners?*
- *Coherence: How well does the strategic framework 'fit' the present development agenda, globally and regionally?*
- *Effectiveness: How effective has programming under the strategic framework been in delivering results?*
- *Efficiency: To what extent has UNITAR delivered its results in a cost-efficient manner?*
- *Likelihood of impact: To what extent is UNITAR contributing to Member States' efforts to achieve Goals and targets of the 2030 Agenda through its programming?*

Evaluation questions

8. The following questions are suggested to guide the evaluation:

Relevance

- a. *How relevant is programming under the strategic framework in terms of UNITAR's vision and mission, and in terms of helping Member States achieve the Goals of the 2030 Agenda?*
- b. *How relevant is programming in terms of meeting the learning and other capacity development needs of beneficiaries from countries the furthest behind?*
- c. *How relevant and important is the strategic framework to the priorities of donors and strategic partners?*
- d. *Will the strategic framework, including the UNITAR mission, vision and objectives, remain relevant beyond 2021? If not, what changes would be required to ensure relevance? If yes, in what ways?*

Coherence

- a. *To what extent does programming add value to global and regional capacity development efforts and is duplication avoided?*
- b. *To what extent are synergies promoted both internally (within UNITAR) and externally (with partners)?*
- c. *To what degree is programming under the strategic framework supporting local, national and regional efforts to implement the 2030 Agenda and aligned to the 2030 Agenda's principles of leaving no one behind and reaching the furthest behind first?*

Effectiveness

- a. *To what extent is UNITAR progressing towards the achievement of the strategic framework's objectives and what factors have influenced this progress?*

- b. *How effective is the Institute's programming to support the achievement of multiple SDGs?*
- c. *To what extent have broader knowledge-sharing and other events (e.g. conferences, public lectures, meetings) been effective to contribute to UNITAR's strategic objectives?*
- d. *To what extent has the Institute adapted to new realities and frontier issues by making use of new technologies (e.g. automation, augmented reality, artificial intelligence) and thematic areas (cyber security, block chain, satellite imagery), amongst others? How successful has that adaptation been to the achievement of its objectives?*

Efficiency

- a. *To what extent have programme outputs been produced in a cost-efficient (e.g. in comparison with feasible alternatives in the context) and timely manner?*
- b. *To what extent has collaboration amongst divisions been conducive to the achievement of results?*
- c. *To what extent has the Institute leveraged external partners, including other UN organizations, regional organizations, NGOs, businesses, academia, etc. in delivering results?*

Likelihood towards impact

- a. *What evidence exists that UNITAR's programming is making concrete contributions to Member States' efforts to achieve Goals and targets of the 2030 Agenda?*
- b. *What are the an unintended, positive or negative, effects of UNITAR programming, if any?*

Crosscutting issues

- a. *The evaluation will also include an assessment of crosscutting issues, including the relevance of programming in advancing gender equality and the empowerment of women and meeting the needs of countries in special situation and other groups made vulnerable. How well UNITAR is positioned to respond and adapt to unexpected challenges should also be addressed.*

Evaluation Approach and Methods

9. The evaluation is to be undertaken in accordance with the [UNITAR Monitoring and Evaluation Policy Framework](#) and the [United Nations norms and standards for evaluation](#). The evaluation will be undertaken by a supplier or an international consultant (the "evaluator") under the overall responsibility of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME).
10. A small Reference Group composed of members from the UNITAR Board of Trustees will be established to review and approve of main evaluation deliverables, including the present terms of

reference, the evaluation design, and the draft and final mid-term evaluation report. The input of the Reference Group is important since coordination of strategic planning at the Institute is part of the remit of Division that also oversees the evaluation function.

11. In order to maximize utilization of the evaluation, the evaluation shall follow a **participatory approach** and engage a range of UNITAR stakeholders in the process, including the Directors, Managers and other staff, the Board of Trustees, beneficiaries, partners, donors, etc. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a stakeholder analysis; surveys; key informant interviews; and focus groups. These data collection tools are discussed below.
12. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

Data collection methods

Comprehensive desk review

13. The evaluator will compile, review and analyze background documents and secondary data/information related to the 2018-2021 Strategic Framework. A list of background documentation for the desk review is included in Annex D.

Stakeholder analysis

14. The evaluator will identify the different stakeholders involved with the Institute. Key stakeholders include, but are not limited, to:
 - Evaluation Reference Group
 - Board of Trustees
 - UNITAR leadership and directors
 - UNITAR staff
 - Partner institutions, including donors and implementing partners
 - Beneficiaries/participants
 - Trainers/facilitators

Survey(s)

15. With a view to maximizing feedback from the widest possible range of stakeholders, the evaluator will develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

Key informant interviews

16. Based on stakeholder identification, the evaluator will identify and interview key informants. The list of Division focal points is available in Annex C. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants.

Focus groups

17. Focus groups should be organized with selected project stakeholders to complement/triangulate findings from other collection tools.

Identify and interview key informants

18. Based on the stakeholder analysis, the evaluator will identify informants, whom he/she will interview. The list of focal points is available in Annex C.

Gender and human rights

19. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to discrimination. All key data collected shall be disaggregated by sex and age grouping and be included in the draft and final evaluation report.
20. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow [ethical](#) and professional standards.

Timeframe, work plan, deliverables and review

21. The proposed timeframe for the evaluation spans from May 2020 (initial desk review and data collection) to September 2020 (submission of final evaluation report). An indicative work plan is provided in the table below.
22. The consultant shall submit a brief evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The Evaluation design/question matrix should indicate any foreseen difficulties or challenges in collecting data and confirm the final timeframe for the completion of the evaluation exercise.
23. As part of the data collection, a facilitated workshop (which may be done virtually) will be organized to exchange among key UNITAR stakeholders.
24. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation

report to the evaluation manager and revise the draft based on comments made by the evaluation manager.

25. The draft evaluation report should follow the structure presented under Annex E. The report should state the purpose of the evaluation and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 20-30 pages, excluding annexes.
26. Following the submission of the zero draft, a draft report will then be submitted to the Reference Group to review and comment on the draft report and provide any additional information using the form provided under Annex F by 7 September 2020.
27. After the draft report has been prepared, a workshop will be organized, inviting stakeholders to discuss the findings of the Evaluation. The workshop will be facilitated by PPME in collaboration with the evaluator with a view to arriving at general directions for implementing the recommendations and the way forward.
28. Within one week of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 28 September 2020.

Indicative timeframe: May – September 2020

Activity	May	June	July	August	September
Evaluator selected and recruited					
Initial data collection, including desk review, stakeholder analysis					
Evaluation design/question matrix					
Data collection and analysis, including survey(s), interviews and focus groups					
Zero draft report submitted to UNITAR					
Draft evaluation report consulted with UNITAR evaluation manager and submitted to the Reference Group					

Activity	May	June	July	August	September
Facilitated Workshop organized (may be online)					
Reference Group of UNITAR reviews draft evaluation report and shares comments and recommendations					
Evaluation report finalized and validated by the Evaluation Manager					

Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline
Evaluation design/question matrix	Evaluator	Evaluation manager	1 June 2020
Comments on evaluation design/question matrix	Evaluation manager/ Reference Group	Evaluator	15 June 2020
Zero draft report	Evaluator	Evaluation manager	10 August 2020
Comments on zero draft	Evaluation manager	Evaluator	24 August 2020
Draft report	Evaluator	Evaluation manager/ Reference Group	7 September 2020
Presentation of findings through facilitated workshop	Evaluator	Reference Group	8 September 2020
Comments on draft report	Reference Group	Evaluation manager	21 September 2020
Final report	Evaluation manager	Reference Group	28 September 2020

Communication/dissemination of results

29. The final evaluation report shall be written in English. In accordance with disclosure principles of evaluations, the final report will be posted on an online repository of evaluation reports.

Professional requirements

30. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in development or a related discipline. Knowledge and experience of executive-type training, including in areas related to UNITAR's strategic pillars (peace,

people and social inclusion, environment, prosperity and economic development, as well as crosscutting areas of multilateralism/diplomacy, research and satellite applications, and strategic implementation of sustainable development).

- At least 7 years of professional experience conducting evaluation in the field of capacity building, learning and sustainable development. Knowledge of United Nations norms and standards for evaluation. Experience in evaluating strategies/strategic plans an advantage.
- Technical knowledge of the focal area including the evaluation of learning and sustainable development topics, knowledge of results-based management.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches.
- Excellent writing skills.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in English.

Contractual arrangements

31. The evaluator will be contracted by UNITAR and will report directly to the Director of the Strategic Planning and Performance Division (SPPD) (and Manager of Planning, Performance Monitoring, and Evaluation Unit) ('evaluation manager'). The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g. accommodation, visas, etc.). The travel arrangements will be in accordance with the UN rules and regulations for consultants.

Evaluator Ethics

32. The evaluator selected should not have a conflict of interest. The selected consultant shall sign and return a copy of the code of conduct under Annex G prior to initiating the assignment.

Annexes:

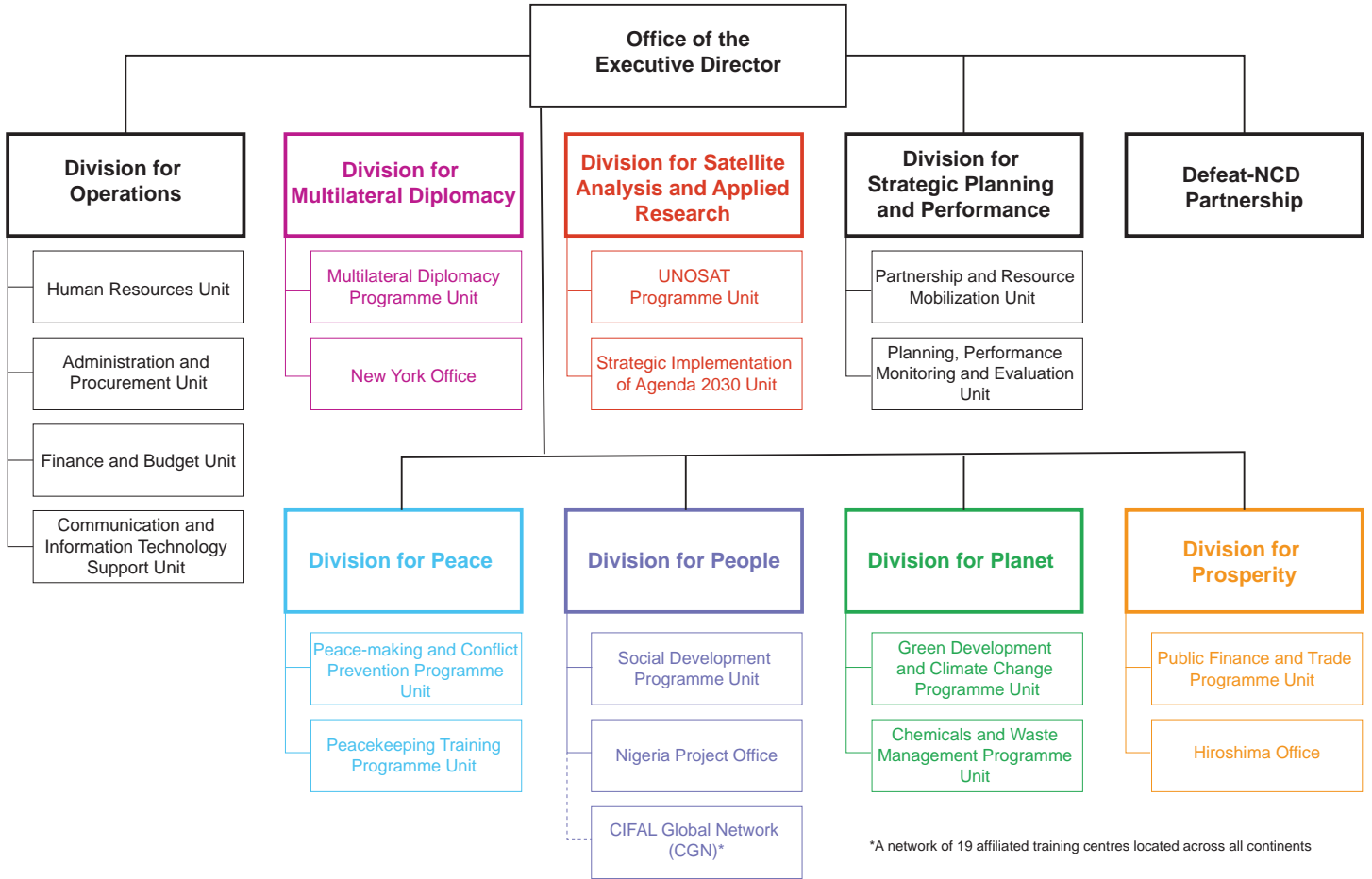
A: Organizational Chart

B: List of documents and data to be reviewed

C: Structure of evaluation report

D: Audit trail

A: UNITAR Organizational Chart



B: List of documents/data to be reviewed

- UNITAR 2018-2021 Strategic Framework
https://issuu.com/unitarhq/docs/unitar_strategicframework_web
- UNITAR 2018-2019 Programme Budget
<https://unitar.org/about/programme-budget>
- UNITAR's 2018-2019 Programme Performance Report (when it becomes available)
<https://unitar.org/results-evidence-learning/results-reports-and-other-reports>
- UNITAR's 2018 and 2019 Results Reports
<https://unitar.org/results-evidence-learning/results-reports-and-other-reports>
- UNITAR's key performance indicators
<https://unitar.org/results-evidence-learning/key-performance-indicators>
- UNITAR's organizational chart (see Annex A)
- Content of *UNITAR* website
<https://www.unitar.org/>
- UNITAR's Event Management System
- Any other document deemed to be useful to the evaluation

C: Structure of evaluation report

- i. Title page
- ii. Executive summary
- iii. Acronyms and abbreviations
1. Introduction
2. Description, objectives and development context
3. Theory of change/ design logic
4. Methodology and limitations
5. Evaluation findings based on criteria/principal evaluation questions
6. Conclusions
7. Recommendations
8. Lessons Learned
9. Annexes
 - a. Terms of reference
 - b. Survey/questionnaires deployed
 - c. List of persons interviewed

- d. List of documents reviewed
- e. Evaluation question matrix
- f. Evaluation consultant agreement form

D: Evaluation Audit Trail Template

(To be completed by UNITAR Management /the Reference Group to show how the received comments on the draft report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annex in the evaluation report.)

To the comments received on (*date*) from the mid-term evaluation of the 2018-2021 Strategic Framework

The following comments were provided in track changes to the draft evaluation report; they are referenced by institution (“Author” column) and track change comment number (“#” column):

Author	#	Para No./ comment location	Comment/Feedback on the draft evaluation report	Evaluator response and actions taken

Annex b. Summary of Survey responses received

Stakeholder group	Sample size	Number of Respondents	Response Rate
UNITAR partners (donors & implementing partners)	168	35	21%
UNITAR Staff (including consultants and fellows)	218	73	33%
UNITAR participants	5747	684	12%

Annex c. Surveys and questionnaires developed

UNITAR STAFF SURVEY

1. In which UNITAR division/entity do you work?

- Division for Peace
- Division for People and Social Inclusion
- Division for Planet
- Division for Prosperity
- Division for Satellite Analysis and Applied Research
- Division for Multilateral Diplomacy
- The Defeat NCD Partnership
- Division for Operations
- Division for Strategic Planning and Performance
- Office of the Executive Director
- I am not sure
- Other (please specify)

2. How long have you worked for UNITAR?

- Less than one year
- One to three years
- Four to eight years
- More than eight years

3. What is your position?

- Professional, regular staff
- General, regular staff
- Fellow
- Consultant
- Individual contractor
- Advisor
- Trainee
- Other (please specify)

4. Based on your UNITAR experience, to what extent do the following needs/ priorities influence programming decisions?

Priority area	Not at all	To a minimal extent	To a moderate extent	To a great extent	Unsure	Not applicable
Beneficiary needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Country priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donor or other partner priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Global priorities such as in the 2030 Agenda, Sendai Framework, Paris Climate Agreement, Addis Ababa Action Agenda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific 2030 Agenda goals and targets (depending on your area of engagement with UNITAR)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs of countries in special situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusiveness and “leaving no-one behind”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Priority area	Not at all	To a minimal extent	To a moderate extent	To a great extent	Unsure	Not applicable
Gender equality/ empowerment of women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental sustainability (e.g. UNITAR's carbon footprint)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Based on your UNITAR experience, how effectively do ACTIVITIES address:

Priority area	Not at all	To a minimal extent	To a moderate extent	To a great extent	Unsure	Not applicable
Beneficiary needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Country priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donor and other partner priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Global Agendas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Priorities of countries in special situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SDG targets and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality and the empowerment of women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental sustainability (e.g. carbon footprint)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any further comment on **UNITAR effectiveness**.

6. Based on your UNITAR experience, has UNITAR achieved impact towards the following objectives?

Objective	Not at all	To a minimal extent	To a moderate extent	To a great extent	Unsure	Not applicable
SO 1: Support institutions and individuals to contribute meaningfully to sustainable peace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 2.1: Promote people's well-being, including the protection and empowerment of groups that have been marginalized and are vulnerable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 2.2: Strengthen representation of countries in special situations in institutions of global governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 3.1: Foster a green, low-carbon and climate-resilient transition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 3.2: Strengthen the sound and sustainable management of chemicals and waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 3.3: Improve the conservation and sustainable use of natural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 4: Help countries to achieve inclusive and sustainable economic growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 5.1: Optimize the use of technologies, including geospatial technologies, for evidence-based decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 5.2: Support coherence and evidenced-based policies of the 2030 Agenda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO 5.3: Equip institutions to improve the quality of learning opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide examples of impact:

7. What are 3 factors that have contributed to and hindered the successful achievement of UNITAR's objectives?

Success factors	Hindering factors
1.	1.
2.	2.
3.	3.

8. Have there been any unintended impacts or results, positive or negative, of UNITAR's programming?

- Yes
- No
- Unsure

Please describe any of these impacts and/or results.

9. Based on your UNITAR experience, please respond to the following statements regarding UNITAR's training and capacity development approach.

Statement	Strongly disagree	Disagree	Agree	Strongly Agree	Not applicable
UNITAR has a comparative advantage as a UN entity in training and capacity development service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	Strongly disagree	Disagree	Agree	Strongly Agree	Not applicable
UNITAR is effective in developing knowledge and other capacity of Member States	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR adds value to the global training and capacity development landscape.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR takes steps to avoid duplication with other actors in the global training and capacity development landscape.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR takes steps to identify and promote synergies with other actors in the global training and capacity development landscape.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide reasons or examples to explain your answers.

10. Based on your UNITAR experience, please respond to the following statements regarding UNITAR’s efficiency.

Statement	Strongly disagree	Disagree	Agree	Strongly Agree	Not applicable
UNITAR’s services are delivered in an efficient manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR operates services in a cooperative manner with external stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donors and other project partners are satisfied with the cost-efficiency of UNITAR’s activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR effectively leverages funding from a variety of sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Provide reasons for your answers?

11. How adaptable is UNITAR to the following new realities?

Circumstances	Not adaptable	Somewhat adaptable	Very Adaptable	Unsure	Not applicable
Frontier issues (e.g. cyber security/resilience, E-diplomacy, Blockchain technologies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New technologies (e.g. artificial intelligence, machine learning, virtual/augmented/mixed realities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New thematic areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What are 3 factors enabling and hindering adaptability in UNITAR?

Enables adaptability	Hinders adaptability
1.	1.
2.	2.
3.	3.

1. How you think UNITAR can best **accelerate progress** towards helping Member States achieve the SDGs?
2. Please provide any further comments related to the implementation of the 2018-2022 strategic framework that have not been covered. (e.g. thematic areas not covered that ought to be, strategic or thematic areas are not currently addressed sufficiently, strengths and weaknesses of the strategic framework etc.)

PARTICIPANTS' SURVEY

Dear (Participant)

You have been selected randomly to participate in a short questionnaire as a follow-up to the UNITAR learning event XXX, that you took part in 2018 or 2019.

UNITAR is currently evaluating the implementation of its 2018-2021 strategic framework and therefore administers questionnaires of this nature to obtain useful feedback from its participants with a view to further improving its delivery. Please note that your responses will be treated confidentially and that all results will be recorded anonymously.

UNITAR is committed to helping Member States implement the 2030 Agenda for Sustainable Development and other global priorities such as in the Sendai Framework, Paris Climate Agreement, and Addis Ababa Action Agenda. Reaching the furthest behind first and leaving no one behind are key principles of the 2030 Agenda. UNITAR monitors the profile of its beneficiaries from different perspectives, including age grouping, gender (sex), nationality and professional affiliation. In addition to these factors, UNITAR is also interested in knowing if its beneficiaries may have a disability. Disabilities may include difficulties seeing, hearing, walking or climbing steps, remembering or concentrating, communicating (i.e. understanding or being understood), or with self-care (e.g. washing), without the help from others. This information is collected to inform UNITAR Management on the profile of its beneficiaries. Answering this question is strictly voluntary, however. Any information that may be provided by you will be presented in aggregate form and not attributed to you.

Your feedback will be most appreciated. The survey should take approximately 10 minutes to complete and will be open through DAY, XX July 2020 (midnight, GMT+1).

To access the questionnaire, simply click the button below

If you have any questions, please do not hesitate to contact me.

Thank you very much for your cooperation.

Kind regards,

1. What is your gender?

- Female
- Male
- Prefer not to say
- Other (please specify)

2. What is your age bracket?

- Below 18
- 19-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

3. What is your nationality?

(drop down box)

4. Please tick the sector in which you operate or work.

- School or academia
- Government – National
- Government – State/Provincial
- Government – Local
- International Organization (non-UN)
- UN – International Staff

- UN – Local staff
- Regional Organization
- Non-Governmental Organization / voluntary sector
- Private Sector
- None of the above, please specify

5. Do you have a disability? *

I prefer not to answer this question.

- No
- Yes

a. If yes, to what extent did the event consider requirements related to your disability?

- Fully
- Mostly
- Partially
- Not all
- Not applicable

6. How familiar are you with UNITAR?

- I have only taken one event with UNITAR.
- I have taken multiple events with UNITAR
- I have participated in events over multiple years
- I know UNITAR from participating in events in two or more thematic areas
- Other (please specify)

7. To what extent was the UNITAR you participated in aligned with the following UNITAR objectives? (In case you participated in more than one event, please answer this question for the last event you attended. If the purpose of the event does not match an objective, tick not applicable.)

Objective	Not at all	To a minimal extent	To a moderate extent	To a great extent	Unsure
Support institutions and individuals to contribute meaningfully to sustainable peace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote people's well-being, including the protection and empowerment of groups that have been marginalized and are vulnerable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen representation of countries in special situations in institutions of global governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster a green, low-carbon and climate-resilient transition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen the sound and sustainable management of chemicals and waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve the conservation and sustainable use of natural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help countries to achieve inclusive and sustainable economic growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optimize the use of technologies, including geospatial technologies, for evidence-based decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support coherence and evidenced-based policies of the 2030 Agenda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equip institutions to improve the quality of learning opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.

8. Please respond to the following statements by indicating your level of agreement.

Statement	Strongly disagree	Disagree	Agree	Strongly Agree	Unsure	Not applicable
UNITAR addressed my learning needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR addressed my learning priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR communicated how the event I attended was linked to the 2030 Agenda/Sustainable Development Goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR effectively promoted the principle of 'no-one left behind'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR promoted Gender/women empowerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR highlighted needs of other vulnerable populations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNITAR introduced new, innovative approaches that I was previously unaware of.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please indicate what Sustainable Development Goal (SDG) was most closely aligned with the event you took part in.

Sustainable Development Goal		Tick all that apply
Goal 1	No poverty	<input type="checkbox"/>
Goal 2	Zero hunger	<input type="checkbox"/>
Goal 3	Good health and well-being	<input type="checkbox"/>
Goal 4	Quality education	<input type="checkbox"/>
Goal 5	Gender equality	<input type="checkbox"/>
Goal 6	Clean water and sanitation	<input type="checkbox"/>

Sustainable Development Goal		Tick all that apply
Goal 7	Affordable and clean energy	<input type="checkbox"/>
Goal 8	Decent work and economic growth	<input type="checkbox"/>
Goal 9	Industry, innovation and infrastructure	<input type="checkbox"/>
Goal 10	Reduced inequalities	<input type="checkbox"/>
Goal 11	Sustainable cities and communities	<input type="checkbox"/>
Goal 12	Responsible consumption and production	<input type="checkbox"/>
Goal 13	Climate action	<input type="checkbox"/>
Goal 14	Life below water	<input type="checkbox"/>
Goal 15	Life on Land	<input type="checkbox"/>
Goal 16	Peace, justice and strong institutions	<input type="checkbox"/>
Goal 17	Partnerships for the goals	<input type="checkbox"/>
	Unsure	<input type="checkbox"/>
	None of the above	<input type="checkbox"/>
The event was closely aligned with multiple goals. Please specify which ones		

**10. Please indicate on which SDG the event you took part in empowered you to take action.
(Tick all that apply)**

Sustainable Development Goal		Tick all that apply
Goal 1	No poverty	<input type="checkbox"/>
Goal 2	Zero hunger	<input type="checkbox"/>
Goal 3	Good health and well-being	<input type="checkbox"/>
Goal 4	Quality education	<input type="checkbox"/>
Goal 5	Gender equality	<input type="checkbox"/>
Goal 6	Clean water and sanitation	<input type="checkbox"/>

Sustainable Development Goal		Tick all that apply
Goal 7	Affordable and clean energy	<input type="checkbox"/>
Goal 8	Decent work and economic growth	<input type="checkbox"/>
Goal 9	Industry, innovation and infrastructure	<input type="checkbox"/>
Goal 10	Reduced inequalities	<input type="checkbox"/>
Goal 11	Sustainable cities and communities	<input type="checkbox"/>
Goal 12	Responsible consumption and production	<input type="checkbox"/>
Goal 13	Climate action	<input type="checkbox"/>
Goal 14	Life below water	<input type="checkbox"/>
Goal 15	Life on Land	<input type="checkbox"/>
Goal 16	Peace, justice and strong institutions	<input type="checkbox"/>
Goal 17	Partnerships for the goals	<input type="checkbox"/>
	Unsure	<input type="checkbox"/>
The event did not empower me to take action on any of the SDGs.		<input type="checkbox"/>
The event empowered me to take action on multiple goals. Please specify which ones:		

11. Did UNITAR follow-up with you after the event took place?

- Yes (please describe how)
- No

12. What are three main strengths and weaknesses of UNITAR support?

Strengths of UNITAR's support	Weaknesses of UNITAR's support
1.	1.
2.	2.
3.	3.

13. Are you specifically engaged in any specific efforts to help implement the SDGs?

- Yes
- No
- Unsure

If yes, what efforts are you taking part in or what results have you achieved to help implement the SDGs?

14. Please slide the bar below to rate the extent (in per cent terms) to which your effort(s) can be attributed directly to the knowledge/skills or other capacities you acquired from the UNITAR event(s) or support.

15. What has been UNITAR's most valuable contribution to these efforts?

16. How could UNITAR further support your SDG efforts?

17. Please provide any further comment related to UNITAR's 2018-2021 strategic framework.

18. We would like to contact a number of people to discuss their answers in more depth.

Please advise if you're happy to be contacted if selected.

- No
- Yes (please specify your email address)

Thank you very much for your time in responding to this survey!

Annex d. List of persons interviewed

Internal Stakeholders

Stakeholder Name	Position
Mrs Nazhat Shameem Khan	Reference Group Member & Ambassador and Permanent Representative - The permanent Mission of the Republic of Fiji to Geneva
Sarah Cook	Reference Group Member & University of New South Wales
Patricia Phillips	Reference Group Member & ROI Institute
Evariste Karambizi	Division Director & Manager, Peacekeeping Training Programme Unit (Division for Peace)
Trisha Riedy	Manager, Peacemaking and Conflict Prevention Programme Unit (Division for Peace)
Alex Mejia	Division Director & Senior Manager, Social Development Programme Unit (Division for People)
Larry Boms	Head, Nigeria Project Office (Division for People)
Angus Mackay	Division Director & Manager, Green Development and Climate Change Programme Unit (Division for Planet)
Jorge Ocaña	Manager, Chemicals and Waste Management Programme Unit (Division for Planet)
Mihoko Kumamoto	Division Director and Head, Hiroshima Office (Division for Prosperity)
Michael Adalla	Specialist, Public Finance and Trade Programme Unit (Division for Prosperity)
Einar Bjorgo	Division Director & Manager, UNOSAT and Strategic Implementation of Agenda 2030 Programme Units (Division for Satellite Analysis and Applied Research)
Elena Proden	Senior Specialist, Strategic Implementation of Agenda 2030 Programme Unit (Division for Satellite Analysis and Applied Research)
Rabih El Haddad	Division Director & Manager, Multilateral Diplomacy Programme Unit (Division for Multilateral Diplomacy)
Marco Suazo	Head, UNITAR New York Office (Division for Multilateral Diplomacy)
Mukul Bholā	Director The Defeat-NCD Partnership
Marina I. Dinca Vasilescu	Division Director & Chief, Human Resources, Administration and Procurement (Division for Operations)
Joel Thalla	Chief, Finance and Budget Unit (Division for Operations)
Akiko Perona	Chief, Communications and Information Technology Support Unit (Division for Operations)
Ihuoma Njemanze	Nigeria Project Office (Division for People)
Jide Fajoyomi	Nigeria Project Office (Division for People)

Internal Stakeholders

Donor Partners

Stakeholder Name	Country/Organization
Virginie Pache	Switzerland
Eeva-Liisa Myllmaki	Finland
Wael Al-Ashhab	UN-Habitat
Demetrio Innocenti	Green Climate Fund
Maguette Ndiaye	UNICEF
Abdul Sami Abdulrahimzai	Ministry of urban Development and housing Afghanistan
Reis Lopez Rello	UNICEF
Anne-Claire Berg	DANONE
Courtney Smith	School of Diplomacy and International Relations – Seton Hall University
Esteania Palomino	The Leona M and Harry B Helmsley Charitable Trust
Megan Deichler	The Leona M and Harry B Helmsley Charitable Trust
Peter Roslander	Sweden
Moshe Kao	UN Technology Bank for the Least Developed Countries
Armin Plum	UNDESA
Naiara Costa	UNDESA

Implementing Partners

Stakeholder Name	Country/Organization
Alessandro Masoero	CIMA Research Foundation
Prof Ramesh Durbarry	Civil Service College
Mario Mera	Ministry of Environment Ecuador
Samantha Kumarasena	National Cleaner Production Centre Sri Lanka
Tracey Stewart	The Ambassador Partnership

Internal Stakeholders

Abdramane Ouattara	The Alioune Blondin Beye Peacekeeping School
Methode Ruzindana	The Rwanda Peace Academy

Annex e. List of documents reviewed

UNITAR. Alignment of UNITAR with the Sustainable Development Goals.

UNITAR. Evaluation on Beneficiary Application of Knowledge and Skills Poster 2018.

UNITAR. Evaluation on Beneficiary Application of Knowledge and Skills Poster 2019.

UNITAR. Follow-Up from the Fifty-Ninth Session: Item 6a: Fit For Purpose: UNITAR programming and frontier issues.

UNITAR. Programme Budget for the Biennium 2020-2021.

UNITAR. Strategic Framework Fund: Governing Principles.

UNITAR. 2017. Monitoring and Evaluation Policy Framework.

UNITAR. 2018. Revision of the Programme Budget for the Biennium 2018-2019.

UNITAR. 2019. 2019 Results Report.

UNITAR. 2019. Implementation Report 2: 2018 – 2021 Strategic Framework.

UNITAR. 2019. Independent Evaluation of the Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities Project (Phase II).

UNITAR. 2020. Independent Evaluation of the Global Network of International Training Centre for Authorities and Leaders.

UNITAR Board of Trustees. 2019. Conclusions and Recommendations of the Fifty-Ninth Session of the Board of Trustees 2018.

UNITAR Board of Trustees. 2020. Conclusions and Recommendations of the Sixtieth Session of the Board of Trustees 2019.

Annex f. Evaluation question matrix

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
RELEVANCE				
1. How relevant is UNITAR's programming to the institute's vision and mission?	1. How relevant is the programming to building knowledge skills and capacities? 2. To what extent does the strategic framework support decision-making capacity? 3. To what extent does the programming emphasise capacity to overcome challenges? 4. To what extent does the programming acknowledge individuals, institutions, organizations, countries and United Nations stakeholders as beneficiaries?	Question 6.	<input type="checkbox"/> Document review.	<input type="checkbox"/> Limited availability of documents and data. <input type="checkbox"/> Broad vision and mission so scope of evidence may make definite analysis difficult. Indication of trends in perceived and actual progress will be assessed.
2. How relevant is UNITAR's Strategic Framework in terms of helping Member States achieve the goals of the 2030 Agenda?	1. To what extent does the strategic framework emphasise member states as beneficiaries? 2. To what extent does the strategic framework emphasise support to member states? 3. To what extent does the strategic framework emphasise and align with the SDGs?	Questions 10, 14 & 20.	<input type="checkbox"/> Document review.	<input type="checkbox"/> Limited availability of documents. <input type="checkbox"/> Wide range of beneficiaries to consider.
3. How relevant is UNITAR's strategic framework to the learning and other capacity development needs of beneficiaries?	1. To what extent does the strategic framework emphasise learning and capacity building? 2. How does the strategic framework align with the priorities of beneficiaries?	Questions 4, 10 & 23.	<input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff Survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.	<input type="checkbox"/> Identification of beneficiary priorities, which may be varied.
4. How well is UNITAR reaching countries the furthest behind?	1. How does the strategic framework integrate the principle of 'no-one left behind'? 2. How well does UNITAR reach the LDCs, LLDCs, SIDS, and countries in and emerging from conflict?	Questions 3, 10 & 14.	<input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff Survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.	<input type="checkbox"/> Comparison between countries furthest behind and all countries receiving UNITAR support.

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
<p>5. How relevant and important is the strategic framework to the priorities of donors and strategic partners?</p>	<p>1. How does the strategic framework respond to identified priorities of donors and partners? 2. How important is the strategic framework to donors and strategic partners?</p>	<p>Question 19.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Partner Survey <input type="checkbox"/> Staff Survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Identification of partner priorities which may be varied.</p>
<p>6. Will the strategic framework, including the UNITAR mission, vision and objectives, remain relevant beyond 2021?</p>	<p>1. What factors will influence the ongoing relevance of UNITAR's strategic framework? 2. Is UNITAR equipped to adapt to these factors to maintain relevance? 3. If not, what changes would be required to ensure relevance? If yes, in what ways?</p>	<p>Question 1.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Staff survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Role of external and unpredictable factors in the ongoing relevance of the strategic framework.</p>
<p>COHERENCE</p>				
<p>7. To what extent does UNITAR add value to global and regional capacity development efforts?</p>	<p>1. Do UNITAR's partners recognize a comparative advantage in UNITAR's capacity development activities? 2. Does UNITAR capitalize on this comparative advantage in conducting capacity development activities? 3. What does UNITAR add to the context of global and regional capacity development efforts?</p>	<p>Questions 8, 9, 19.</p>	<p><input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Requires a level of understanding regarding other actors in the capacity development context. <input type="checkbox"/> Distinction between global and regional levels.</p>
<p>8. To what extent does UNITAR avoid duplication with other development actors in providing global and regional capacity development activities?</p>	<p>1. What mechanisms does UNITAR employ to avoid duplication with other stakeholders? 2. How effective are these mechanisms?</p>	<p>Questions 7, 9, 18 & 19.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Requires a level of understanding regarding other actors in the capacity development context.</p>
<p>9. To what extent are synergies promoted both internally (within UNITAR) and externally (with partners)?</p>	<p>1. What synergies are present within UNITAR? 2. How are these promoted? 3. What synergies exist with other partners? 4. How are these promoted?</p>	<p>Questions 7, 8, 18 & 19.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Need to identify informal mechanisms for capturing and utilizing synergies.</p>

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
<p>10. To what degree is programming under the strategic framework supporting local, national and regional efforts to implement the 2030 Agenda?</p>	<p>1. How does UNITAR integrate the principles of the 2030 agenda into programming decisions?</p> <p>2. Do UNITAR's efforts to integrate the 2030 Agenda into their programming translate to an increased emphasis on the 2030 Agenda by beneficiaries?</p> <p>3. How does UNITAR's approach to integration of the 2030 Agenda into programming vary depending on local, national, or regional level?</p>	<p>Questions 2, 14 & 20.</p>	<p><input type="checkbox"/> Document review</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Participant survey</p> <p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Consideration of the local, national and regional levels of programming.</p> <p><input type="checkbox"/> Difficulties in assessing causal pathways to behaviour change (sub-question 2).</p>
<p>11. To what extent is UNITAR's programming aligned with other global and regional development agendas?</p>	<p>1. How has UNITAR integrated the Sendai framework into programming decisions?</p> <p>2. How has UNITAR integrated the Paris Agreement into programming decisions?</p> <p>3. How has UNITAR integrated the Addis Ababa Action Agenda into programming decisions?</p>	<p>Questions 7 & 16.</p>	<p><input type="checkbox"/> Document review</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> A detailed understanding of UNITAR's programming process is required.</p>

EFFECTIVENESS

<p>12. To what extent is UNITAR progressing towards the achievement of the strategic framework's objectives?</p>	<p>1. To what extent has UNITAR promoted peace and just and inclusive societies?</p> <p>2. To what extent has UNITAR promoted people's wellbeing?</p> <p>3. To what extent has UNITAR supported equitable representation of countries in global decision-making fora?</p> <p>4. To what extent has UNITAR supported the conservation, restoration and safeguarding of our planet?</p> <p>5. To what extent has UNITAR promoted inclusive and sustainable growth?</p> <p>6. To what extent has UNITAR promoted the principles of the 2030 Agenda?</p> <p>7. To what extent has UNITAR contributed to acceleration in the implementation of 2030 Agenda-related results?</p>	<p>Questions 13, 15, 17 & 21.</p>	<p><input type="checkbox"/> Document review</p> <p><input type="checkbox"/> Participant survey</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Partner survey</p> <p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Difficulties in assessing UNITAR's role in impact related to these topics.</p> <p><input type="checkbox"/> Large scale nature of objectives.</p>
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Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
<p>13. What factors have influenced the level of achievement of UNITAR's strategic objectives?</p>	<p>1. Is there a varying level of achievement across UNITAR's strategic objectives? 2. What are possible contributing or hindering factors to achieving strategic objectives?</p>	<p>Questions 12, 17 & 21.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Staff survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Subject to perceptions. <input type="checkbox"/> Difficult to assess causal pathways between factors outside of UNITAR's control and level of achievement</p>
<p>14. How effectively is UNITAR supporting the achievement of the SDGs?</p>	<p>1. How effectively have UNITAR's activities contributed to supporting the achievement of the SDGs? 2. How effectively has UNITAR's programming contributed to supporting the achievement of the SDGs?</p>	<p>Questions 2, 10 & 20.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Difficulties in assessing the broader impact of UNITAR's activities. <input type="checkbox"/> Achievement of the SDGs is ongoing.</p>
<p>15. To what extent have broader knowledge-sharing and other events (e.g. conferences, public lectures, meetings) been effective to contribute to UNITAR's strategic objectives?</p>	<p>1. How have UNITAR's knowledge sharing efforts contributed to peace and just and inclusive societies? 2. How have UNITAR's knowledge sharing efforts contributed to people's wellbeing? 3. How have UNITAR's knowledge sharing efforts contributed to equitable representation of countries in global decision-making fora. 4. How have UNITAR's knowledge sharing efforts contributed to the conservation, restoration and safeguarding of our planet? 5. How have UNITAR's knowledge sharing efforts contributed to inclusive and sustainable growth? 6. How have UNITAR's knowledge sharing efforts contributed to increased understanding and action regarding the indivisible and integrated nature of the 2030 Agenda?</p>	<p>Questions 12 & 17.</p>	<p><input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus groups discussions.</p>	<p><input type="checkbox"/> Difficulties in assessing UNITAR's role in impact related to these topics. <input type="checkbox"/> Large scale nature of objectives.</p>

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
<p>16. How effectively has UNITAR adapted to changing contexts while simultaneously achieving its objectives?</p>	<p>1. To what extent has UNITAR adapted to new realities and frontier issues by making use of new technologies (e.g. automation, augmented reality, artificial intelligence)?</p> <p>2. To what extent has UNITAR adapted to new thematic areas (cyber security, block chain, satellite imagery), amongst others?</p> <p>3. How successful have adaptation efforts been to the achievement of its objectives?</p> <p>4. How has the level of adaptability impacted on results achieved?</p>	<p>Questions 22.</p>	<p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Difficulties in assessing causal pathways between UNITAR's adaption and achievement of objectives.</p>
EFFICIENCY				
<p>17. To what extent have programme outputs been produced in a cost-efficient (e.g. in comparison with feasible alternatives in the context) and timely manner?</p>	<p>1. Are project partners satisfied with the efficiency of UNITAR's work? What proportion of projects have been delivered within budget?</p> <p>2. What proportion of projects have been delivered to approved schedules?</p> <p>3. What contextual factors and factors external to the activity impact on cost-efficiency?</p>	<p>Questions 7, 8, 9, 12 & 18.</p>	<p><input type="checkbox"/> Document review, particularly evaluations</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Partner survey</p> <p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Subject to perceptions.</p>
<p>18. To what extent has collaboration amongst divisions been conducive to the achievement of results?</p>	<p>1. How has UNITAR identified strategic internal collaborations?</p> <p>2. How have internal collaborations impacted on efficiency?</p> <p>3. How have internal collaborations impacted on the achievement of results?</p>	<p>Questions 7, 8, 9, 12 & 17.</p>	<p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Difficulties in assessing causal pathways between collaboration and results.</p>
<p>19. To what extent has the Institute leveraged external partners, including other UN organizations, regional organizations, NGOs, businesses, academia, etc. in delivering results?</p>	<p>1. How efficiently has UNITAR used external funds to deliver results?</p> <p>2. How efficiently has UNITAR leveraged funds?</p> <p>3. (earmarked and non-earmarked)</p> <p>4. Does UNITAR's efficiency of leveraging funds vary by funding source? (donors, implementing partners, in kind support)</p> <p>5. Do external partners deem UNITAR to deliver value for money?</p>	<p>Questions 5, 7, 8 & 9.</p>	<p><input type="checkbox"/> Interviews</p> <p><input type="checkbox"/> Staff survey</p> <p><input type="checkbox"/> Partner survey</p> <p><input type="checkbox"/> Focus group discussions.</p>	<p><input type="checkbox"/> Subject to perceptions.</p>

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
LIKELIHOOD TOWARDS IMPACT				
20. What evidence exists that UNITAR's programming is making concrete contributions to Member States' efforts to achieve Goals and targets of the 2030 Agenda?	<ol style="list-style-type: none"> 1. How have UNITAR aimed to contribute to Member States' efforts to achieve the SDGs? 2. What do beneficiaries deem to be the most valuable contributions by UNITAR to support achievement of the SDGs? 3. In what areas do Member States' require more support to achieve the SDGs? 	Questions 2, 10 & 14.	<ul style="list-style-type: none"> <input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions. 	<ul style="list-style-type: none"> <input type="checkbox"/> Subject to perceptions. <input type="checkbox"/> Possibility for feedback outside of the scope of this assessment and UNITAR's capabilities.
21. What have been the unintended impacts of UNITAR programming?	<ol style="list-style-type: none"> 1. What have been the positive unintended impacts of UNITAR's programming, if any? 2. What have been the negative unintended impacts of UNITAR's programming, if any? 3. Have these unintended impacts contributed to or constrained the achievement of results? 	Questions 12 & 13.	<ul style="list-style-type: none"> <input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions. 	<ul style="list-style-type: none"> <input type="checkbox"/> Difficulties in assessing causal pathways between UNITAR's activities and unintended impacts. <input type="checkbox"/> Subject to perceptions.
CROSSCUTTING ISSUES				
22. How well UNITAR is positioned to respond and adapt to unexpected challenges?	<ol style="list-style-type: none"> 1. What mechanisms does UNITAR have in place to be adaptable? 2. Has there been cause for UNITAR to be adaptable? 3. How well has UNITAR adapted to previous challenges? 4. Has UNITAR learnt from previous adaptations? 	Question 16.	<ul style="list-style-type: none"> <input type="checkbox"/> Document review <input type="checkbox"/> Staff survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions. 	<ul style="list-style-type: none"> <input type="checkbox"/> Subject to perceptions. <input type="checkbox"/> Need to assess the ongoing relevance of previous experiences.

Key evaluation questions	Sub-questions	Linkages	Data collection tools	Challenges
23. How relevant is UNITAR's programming to advancing gender equality and the empowerment of women and meeting the needs of countries in special situation and other groups made vulnerable?	1. To what extent has UNITAR mainstreamed gender into programming decisions? 2. To what extent has UNITAR integrated the specific needs of vulnerable groups into programming decisions?	Question 3.	<input type="checkbox"/> Document review <input type="checkbox"/> Participant survey <input type="checkbox"/> Staff survey <input type="checkbox"/> Partner survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions.	<input type="checkbox"/> Subject to perceptions. <input type="checkbox"/> Integrating or mainstreaming into program decisions does not necessarily translate to impact on these topics.
SUSTAINABILITY				
24. Have UNITAR's capacity development activities contributed to institutional change in member states towards the achievement of the SDGs?	1. Have capacity development activities resulted in institutional change towards sustainable development? 2. Have activities contributed to stronger knowledge of sustainability principles within member states?	Questions 2, 10 & 20.	<input type="checkbox"/> Participant survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions	<input type="checkbox"/> Illustrating causal links between UNITAR's activities and institutional change
25. Has the strategic framework shifted UNITAR's approach to sustainable development?	1. Has the level of integration of the principles of sustainable development changed within UNITAR's strategic approach? 2. Does UNITAR keep up to date with latest thinking, innovations, and knowledge in relation to sustainable development? 3. Has UNITAR's programming shifted to enhance contribution to the 2030 Agenda?	Questions 4, 10, 14, 15 & 20	<input type="checkbox"/> Staff survey <input type="checkbox"/> Interviews <input type="checkbox"/> Focus group discussions	<input type="checkbox"/> Assessing the level of integration <input type="checkbox"/> Assessing change as a result of knowledge

Annex g. Achievement of Strategic Targets in 2018-2019

Indicators tracked (KPIs in blue)	2018			2019		
	Target	Actual	Met/ not met*	Target	Actual	Met/ not met*
(Total beneficiary outreach)	44,417	84,901	●	84,901	133,421	●
Training-related beneficiary outreach	39,708	60,901	●	28,000	92,378	●
% participants from countries in special situations from learning events	50%	32%	●	50%	23%	●
M-F gender ratio	50-50	58-31-(10 other) 56 to 43 (w/o PTP), 1 other	●	50-50	54-45-1 other (w/o PTP), 57-42-1 with PTP	●
(Number of events)	400	638	●	400	671	●
(Number of e-courses)	100	194	●	100	191	●
% of learning outcome events	70%	74%	●	70%	70%	●
% events in partnership	60%	52%	●	60%	63 %	●
% overall usefulness	90%	83%	●	90%	80%	●
% of respondents confirming application of knowledge & skills	80%	82%	●	80%	83%	●
Amount of budget mobilized	25.9 M	\$28.1 M	●	\$27.78 M	\$36.19 M	●
% SGI mobilized / funds from fee-based training	90-10	98 - 2	●	90-10	97-3	●
Net Assets	25.472 M	\$23.498 M	●	\$25.551 M	\$31.987M	●

* Green ● – target surpassed or actual with within 5% of target;

Yellow ● – actual between 5.1% and 15% of target;

Red ● – actual beyond 15.1% of target.

Annex h. Evaluation consultant agreement form

Annex G: Evaluation Consultant Code of Conduct and Agreement Form*

The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimize demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dorothy Lucks

Name of Consultancy Organization (where relevant): _____

I confirm that I have received, understood and will abide by the United Nations Code of Conduct for Evaluation. I also declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.

Signed at Barragup Western Australia on 18 May 2020

Signature: 

*This form is required to be signed by each evaluator involved in the evaluation.

¹www.unevaluation.org/uneqcodeofconduct







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