



# Strategic Framework

2022-2025







# Contents

- 04** A Message from Leadership
- 06** Continuing our Strategic Direction with New Opportunities, New Challenges
- 09** Our Vision, Mission and Values
- 09** Our Core Functions
- 11** Strategic Objectives
- 13** Implementing our Strategy
- 19** Strategic Enablers
- 21** Assumptions, Risks and Challenges
- 22** Monitoring, Evaluation and Reporting

# A Message from Leadership

In January 2018, UNITAR embarked on a new four-year strategy and set of high-level objectives that were closely aligned with the 2030 Agenda for Sustainable Development and its focus on people and their prosperity, the planet and peace and justice.

Given its aspirational, transformative and universal nature, the 2030 Agenda requires concerted efforts from all countries and all levels of government, as well as from an array of other stakeholders, including the United Nations and other international organizations, civil society, academia and the business community. For its part, UNITAR has been working within its mission and mandate to provide high-quality learning solutions and related knowledge projects and services to countries and other United Nations stakeholders with a view to supporting the achievement of the Sustainable Development Goals (SDGs).

At the framework's mid-point in early 2020, UNITAR commissioned an independent evaluation on the implementation of the strategy to assess its relevance, coherence, effectiveness, efficiency and impact and sustainability. The evaluation reached out to a wide array of UNITAR stakeholders, including beneficiaries, donors, implementing partners, and found the strategic framework to be effectively linked with the global context through its close ties to the 2030 Agenda, the SDGs and other global blueprints for action. Given the high relevance of the framework, the evaluation recommended that the 2018-2021 strategic alignment should continue for at least the next four years and the structure continued into the next framework.

Since its onset in early 2020, the COVID-19 pandemic has severely disrupted the world, bringing about economic and social upheavals, without mentioning the suffering and losses that so many people around the world have had to endure. Like most organizations, COVID-19 affected UNITAR's work since much of its programming and training is delivered in the field, in person. By leveraging its virtual learning environment, mobile learning and other available IT tools, UNITAR was able to continue its learning services despite COVID restrictions. These new realities and the uncertainty that looms will inform the next four years that lie ahead of us.

As countries continue the process of implementing the 2030 Agenda, learning undeniably plays an instrumental role, with knowledge, skills and attitudes being important drivers of change across all Goals. Indeed, developing the capacities of individuals, organizations and institutions through training and related processes could hardly be more relevant to the transformational change that the 2030 Agenda and the other action plans agreed to in 2015 seek to bring about.

At its Sixty-Second Session, the UNITAR Board of Trustees agreed to extend the framework for the period covering 2022 to 2025. The framework will continue to address the objectives and sub-objectives from the 2018-2021 period, with emphasis on climate action and getting the SDGs back on track as areas of priority, as well as the incorporation of two new sub-objectives (SO):

- Promote health for all, particularly for the most vulnerable people and countries (new sub-objective under SO2: Promote people's wellbeing); and
- Promote technologies for the realization of the SDGs and in reducing the many divides in the digital space (new sub-objective under SO5: Promote the indivisible and integrated nature of the 2030 Agenda).

As observed by the Board, it will be important for UNITAR to continue to address the recommendations of the mid-term evaluation of the framework, such as working to improve linkages with the UN system, including exploring flexible ways and means of working with partners at the country level; promoting more integrated approaches; diversifying multilingualism in programme delivery; and focusing more on impact, as well as consider or continue with activities around the themes of social and economic impacts of COVID-19, science diplomacy, cybersecurity, anticorruption, human rights and sustainable development and green energy.

As an entirely voluntary-funded entity which relies on partnership engagement with a wide array of donors and other partners, UNITAR is grateful to those who support its programming and contribute to successful delivery and achievement of results.



**Nikhil Seth**  
Executive Director



**Luis Gallegos**  
Chair, Board of Trustees

# Continuing our Strategic Direction

## with New Opportunities, New Challenges

In January 2018, UNITAR embarked on a four-year framework with a set of strategic objectives closely aligned with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The framework has served as a useful structure to guide UNITAR programming. Mid-way into the framework's implementation, the world was confronted with the COVID-19 pandemic, which severely disrupted societies and economies, and the ways in which we interact with people and move about. Like many organizations, the lock-down and travel restrictions imposed in early 2020 brought many of UNITAR's activities to a standstill.

As the 2018-2021 strategic framework period comes to a close, we cannot start a new period without acknowledging the stellar role the framework has played in UNITAR's programming, priorities and actions. Grounded in the SDGs and the 2030 Agenda, the 2018-2021 strategic framework has a continued relevance in our troubled world.

The COVID-19 crisis is setting us back. There is a reawakening and urgent call to build back a better world, the future of which will include putting the SDGs back on track and placing greater emphasis on universal health care, climate change action and strengthening digital cooperation. In all these tasks we need to place reemphasis on our interlinked SDG agenda. Moreover, in accordance with the 2030 Agenda principles of leaving no one behind and reaching the furthest behind first, we continue to focus our attention on developing the capacities of countries in special situations and other groups, including those made even more vulnerable following the pandemic, such as young persons and persons with disability, amongst others.



UNITAR's strategic framework provides an opportunity to take a critical and constructive look at where we are and where we want to be by 2025. It is a time to take meaningful steps to become fit for purpose to meet the learning and broader capacity development needs to help countries achieve the global development agenda. The 2022-2025 strategic framework outlines the direction that UNITAR will take and serves as the foundation for planning and budgeting, for mobilizing resources and crafting partnerships, for delivering results, and for measuring and evaluating our contribution to the 2030 Agenda for Sustainable Development.

The work of UNITAR will continue to be guided by the contemporary plans of action and the platforms agreed to in the United Nations for our people and their prosperity, for our planet, and for peace and justice. The major blueprints which will guide UNITAR's work are the 2030 Agenda; the other major outcomes from 2015, including those of the Sendai (Disaster Risk Reduction), Paris (Climate Change) and Addis Ababa (Financing for Development) conferences; the Youth2030 system-wide youth strategy of the UN; the Convention on the Rights of Persons with Disabilities and the United Nations Disability Inclusion Strategy (UNDIS) launched in June 2019; and the ongoing work on UN development system reform and the Secretary-General's report on Our Common Agenda.

Challenges – both old and new – are inherent to any opportunity. While our contribution to capacity development is undeniably real, we are bound by organizational, financial and other pressures. For a small, autonomous and voluntarily-funded entity, these pressures can restrain UNITAR from achieving its full potential. Contributing meaningfully to the implementation of the 2030 Agenda and the other plans of action will require that we pursue more strategic, integrated, holistic and tailored approaches to delivering results that can effectively contribute to the transformations that the Agenda and other platforms call for.



Our Institute has registered impressive growth in activities and outputs over the past several biennia and has continued to grow despite the pandemic. We have strengthened our focus on delivering learning solutions and on meeting the needs of participants from developing countries. Our financing has also increased, from close to \$42 million in 2010-2011 to some \$68 million projected for 2020-2021.

Despite this optimistic picture, our Institute finds itself – like many organizations – at a crossroads. Achieving promising, large-scale evidence-based outcomes is a challenging endeavour. The short-term and small-scale nature of many UNITAR projects, coupled with the lack of core resources and pooled funding, prevent us from producing more substantial and enduring results.

The Secretary-General's report on repositioning the UN development system to deliver on the 2030 Agenda emphasises the need for UN entities to be the best providers in their domain, follow integrated approaches, be responsive to the differentiated demands of Member States, deliver as one in partnership with UN system entities, be nimble and agile, and be results driven. The report also highlights skillset gaps in areas such as leveraging partnerships, financing, data and policy integration, which need to be bridged. Many groups of countries, including those in special situations, have also elaborated on their capacity development priorities in the respective plans of action.

In response, we will capitalize on UNITAR’s expertise in the design and delivery of high quality learning solutions and related knowledge products and services that are both people-centred and respond to the specific needs of Member States and other stakeholders of the United Nations. Guided by our advisory bodies, we will utilise our in-house learning support expertise to promote the holistic and transversal nature of the 2030 Agenda through transdisciplinary and intersectoral approaches in our programming. We will leverage partnerships with a range of knowledge organizations and research-related bodies with a view to realizing win-win solutions that enhance the spirit of the 2030 Agenda and a shared future for humankind.



In supporting countries, we will assign high priority to collaboration and inclusive participation with the overarching goal of leaving no one behind and reaching the furthest behind first. We will also closely monitor the latest trends in the learning industry, build upon the newest developments in technology and design and deliver innovative products and services to respond to current and future learning needs, such as in sustainable infrastructure and the rapidly developing technology sector as the world enters the Fourth Industrial Revolution.

Becoming fit for the 2030 Agenda and maximizing our potential to contribute to its implementation will require us to make changes in both scale and approach to our programming and how we collaborate with strategic partners within and outside the United Nations. It will also require changes in how we organize and deploy our human and institutional capital as well as in our processes to efficiently and effectively deliver results and learn collectively as an organization.

New opportunities are also provided by new offices and new programmes such as the UNITAR Bonn Office and the Sustainable Cycles Programme (SCYCLE). The UNITAR Bonn Office that was officially opened in September 2020 is a multi-programme office and will work across all pillars of the 2030 Agenda. With its activities also delivered from Bonn, SCYCLE promotes the development of sustainable societies through the reduction of environmental loads of ubiquitous products through research and training, and has now successfully migrated from the United Nations University. SCYCLE will scale up programming in governance and institutional capacity for chemicals and waste management. In the area of health, UNITAR will leverage its partnership with the Global Surgery Foundation to ensure that surgical, obstetrical and anaesthesia care is accessible, safe, timely and affordable.



# Our Vision, Mission and Values



**Our vision** is a world in which individuals, institutions and organizations are equipped with the knowledge, skills and other capacities to overcome global challenges.



**Our mission** is 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.



In pursuing our mission, we place priority **value** on ensuring that our knowledge and related products and services are client-oriented, modern and innovative, and that they meet internationally recognized quality standards. We also place concomitant value on ensuring a highly inclusive and transparent organization that is nimble and flexible, and on being held to account on what we deliver and how. It is through embracing these values collectively and individually that we see UNITAR best-positioned to achieve growth and become a much more impactful, influential and visible organization.

## Our Core Functions



Providing high-quality **learning solutions** to address the capacity development needs of individuals, organizations and institutions



Advising and **supporting governments**, the UN and other partners with knowledge services, including those that are technology-based



**Facilitating knowledge** and experience-sharing through networked and innovative processes



Integrating **innovative strategies**, approaches and methodologies into our learning and related knowledge products and services



# Strategic Objectives



## Strategic Objective 1. Peace

Promote peace and just and inclusive societies

Conflicts, new or longstanding, undermine sustainable development. As so eloquently summarized in the 2030 Agenda, “[t]here is no peace without development, there is no development without peace.” Tackling violence; addressing root causes of conflict, insecurity and injustice; and strengthening governance and institutions are essential steps to creating a more sustainable future. This is of critical importance at a time when large numbers of people feel that development has left them behind, express a lack trust in institutions, and are concerned about corruption, violence and instability.

## Strategic Objective 2. People

Promote people’s well-being and support equitable representation of countries in global decision-making

Far too many people in our world are excluded from meaningful engagement and participation in economic, social and political life. The vulnerable are marginalized and exposed to significant inequalities affecting their well-being and livelihoods. Barriers to accessing adequate structures and services for health and sanitation and to quality education, training and lifelong learning opportunities compromise people’s productive capacity and, consequently, their ability to contribute to social and economic development. The COVID-19 crisis has turned the world’s attention to universal health care and exposed the great inequalities within and between countries, especially in the access to life saving health care. At a macro level, some groups of countries are also exposed to significant inequalities, including barriers to participation and representation in global institutions and decision-making processes.

## Strategic Objective 3. Planet

**Support the conservation, restoration and safeguarding of our planet for present and future generations**

Safeguarding our planet requires efforts from all. Halting natural resource depletion, reducing the impacts of hazardous chemicals on human health and the environment, and combating the adverse impacts of climate change are all complex challenges requiring strengthened human and institutional capacities. New legal frameworks; participatory mechanisms; and policies, institutions, strategies and practices are needed to implement the transformations required for the protection, restoration and sustainable use of natural resources.

## Strategic Objective 4. Prosperity

**Promote inclusive and sustainable economic growth**

Inclusive sustainable growth is critical for prosperity. People's well-being is rooted in economic, social, and environmental security, where opportunities are present and the risks of poverty are reduced, so as to be better positioned to succeed and contribute to societal prosperity. Dynamic, sustainable, innovative and people-centred economies need to build on the productive capacity of their populations, including youth, women, the vulnerable and the marginalized as an asset to sustainable development.

## Strategic Objective 5. Cross-fertilizing Knowledge and Expertise

**Promote the indivisible and integrated nature of the 2030 Agenda**

Knowledge is the fuel that can power the transformations required for countries to achieve the 2030 Agenda. Cross-fertilizing knowledge is part UNITAR's essence and this will be further strengthened to support the interlinked and holistic nature of the Agenda.

We are also uniquely positioned to support countries in strengthening the means of implementation of the Agenda and particularly the capacities of countries to adopt and localize the Agenda and mainstream the Goals in national development planning and strategies, as well as to promote policy coherence.

Science and technology are key elements for implementing the SDGs and are of great importance in enhancing capacities at national and regional levels.

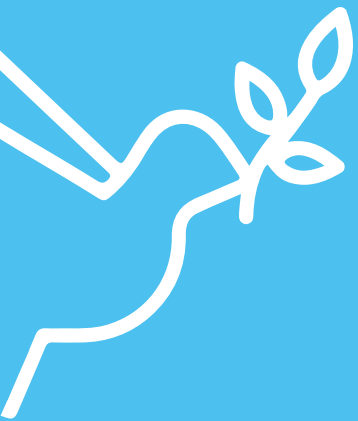
While digital technology already has an immense impact on development, we must make sure to see these tools support transformative processes.

# Implementing our Strategy

The set of sub-objectives listed below and results areas defined in our biennial programme budgets will provide the operational tool to guide the implementation of the framework. As a crosscutting focus, we will place emphasis on reaching the furthest behind first by working to address the learning and broader capacity needs of stakeholders from countries in special situations, as well as continuing to achieve gender parity of our beneficiaries every year, providing more inclusive trainings, working towards reducing barriers to access and participation of beneficiaries across all age groups, creating specific opportunities for youth, and making greater use of ICT technologies for the realisation of the SDGs and in reducing the many divides in the digital space.

To achieve results effectively and efficiently, we will focus much of our work on strengthening our comparative advantage in providing high quality learning solutions and related knowledge products and services. We will also maximize the use of our strategic enablers and engage in win-win partnerships with entities within and outside the United Nations to make a greater contribution to helping countries achieve the SDGs and the objectives of the other major platforms of action.





## Strategic Objective 1

### SO1 | Support institutions and individuals to contribute meaningfully to sustainable peace

Sustaining peace entails a broad range of activities aimed at preventing the outbreak, continuation, escalation and recurrence of violent conflict. This sub-objective will focus on supporting institutions and individuals, including those who tend to experience marginalization such as indigenous peoples, women, youth, persons with disabilities and others, to contribute meaningfully to sustainable peace by increasing capacities of stakeholders at different levels to prevent and resolve violent conflicts, restore the rule of law, and build lasting peace.

Programming will include activities aimed at strengthening capacities to effectively support social integration and peaceful coexistence; to address root causes of conflict and negotiate and mediate mutually beneficial and lasting solutions; and to establish legal and regulatory frameworks on access to information, public participation in decision making, and access to justice. UNITAR will also engage in new areas of peace-related programming, including strengthening knowledge and skills of women as change agents in conflict analysis, negotiation and mediation; working with at-risk youth to sensitize peers on how to sustain peace and participate in decision-making processes; strengthening engagement of men and boys as agents of change in efforts to work towards ending sexual and gender based violence and reducing the stigmatization; improving knowledge and skills on personal conduct towards compliance with the UN Zero Tolerance Policy; and improving the use of modern technologies, particularly in the area of energy, to protect civilians and vulnerable populations.





## Strategic Objective 2

### **SO 2.1 | Promote people's well-being, including the protection and empowerment of groups that have been marginalized and are vulnerable**

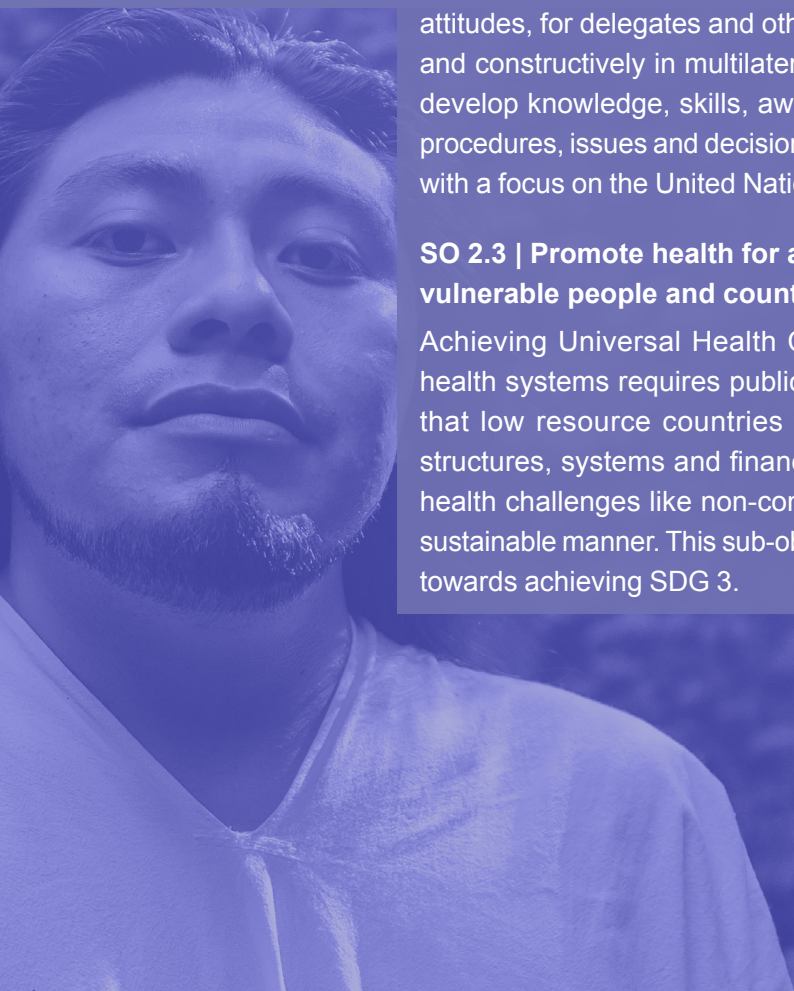
Learning is crucial to promoting people's well-being and social inclusion. It provides a lever for individuals to open doors; understand problems; find solutions; and participate in economic, social and political life. Unfortunately, many segments of society have been marginalized and made vulnerable,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

### **SO 2.2 | Strengthen representation of countries in special situations in institutions of global governance**

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

### **SO 2.3 | Promote health for all, particularly for the most vulnerable people and countries**

Achieving Universal Health Coverage and building strong, resilient health systems requires public, private, people partnerships. Ensuring that low resource countries have essential institutional capacities, structures, systems and financing in place to tackle the most pressing health challenges like non-communicable diseases in a sustained and sustainable manner. This sub-objective aims to support countries' progress towards achieving SDG 3.





## Strategic Objective 3

### **SO 3.1 | Foster a green, low carbon and climate resilient transition**

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

### **SO 3.2 | Strengthen the sound and sustainable management of chemicals and waste**

Learning and broader capacity development activities under this sub-objective will continue efforts to strengthen the legal, technical and infrastructural capacities of governments and other relevant stakeholders to implement chemicals and waste conventions, global agreements and systems. These efforts will be critical during the period of 2018 to 2021 as the international community negotiates a new framework for the sound management of chemicals beyond 2020.

### **SO 3.3 | Improve the conservation and sustainable use of natural resources**

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







## Strategic Objective 4

### SO 4.1 | Help countries to achieve inclusive and sustainable economic growth

Decent employment opportunities for all, particularly for youth, women and the vulnerable and marginalized, are of utmost importance for ensuring economic growth and people's well-being. Moreover, it is of key importance to strengthen institutional capacities on trade, finance, anti-corruption, debt financing, relief, restructuring and sound management to decrease economic inequalities. In times of globalization, strong multi-stakeholder collaborations across all sectors help carry forward worldwide initiatives on sustainable development. This sub-objective focuses on supporting countries to achieve inclusive and sustainable economic growth<sup>1</sup> and to create decent work opportunities for all by strengthening employability capacities; developing skills for multi-stakeholder collaboration; and enhancing knowledge on trade, finance, debt and statistics.



1. Including through national initiatives such as the Belt and Road Initiative.



## Strategic Objective 5

### **SO 5.1 | Optimize the use of technologies, including geospatial technologies, for evidence-based decision-making**

Science and technology are key elements for implementing the SDGs and are of great importance in enhancing capacities at national and regional levels. The use of technology-based and innovative solutions will continue to play an important role in supporting better informed and evidence-based decision-making processes by the UN system and Member States in developing solutions with an integrated approach and in reaching more beneficiaries. In addition to delivering imagery analysis and satellite solutions to relief and development organizations, we will develop and deliver learning solutions based on cutting edge technologies, particularly with a view to reducing inequalities which stem from unequal access to technological advances.

### **SO 5.2 | Support coherence and evidenced based policies of the 2030 Agenda**

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

### **SO 5.3 | Equip institutions to improve the quality of learning opportunities**

Activities under this sub-objective will strengthen the capacities of training-related institutions, particularly those located in developing countries, to design and implement outcome-based learning in technical and vocational skills and lifelong-learning opportunities.

### **SO 5.4 | Promote technologies for the realization of the SDGs and reducing the many divides in the digital space**

While digital technology already has an immense impact on development, we must make sure to see these tools support transformative processes, such as more cost effective government administrations, easier access to information and educational resources. To facilitate this, well established policies must be in place to equal access to the Internet. With about 60 per cent of the world's population having access to the Internet (2021) and of these about 90 per cent accessing via mobile devices, there is still a long way to go for all to have access. UNITAR will work with governments and other stakeholders to explore what options exist to leave no one behind.



# Strategic Enablers

UNITAR's strategic enablers are essential support and aim to maintaining sound executive leadership, strengthening programming for results, optimizing operational efficiency, increasing and diversifying resources and partnerships, and enhancing communications.

## People and Partnerships

- Our human capital is—and will always be—our most important asset. Responding to our clients' needs and delivering knowledge-based products and services effectively and efficiently through modern and innovative approaches requires our 100 plus professionals—from all backgrounds and at all levels—to be collaborative, dynamic and resilient; to master the set of skills and other competencies in our respective work areas; to embrace the set of core UN values and to internalize a culture of learning and continuous improvement. Developing essential knowledge and skills of our staff for the implementation of our strategy will be a primary commitment. We will elaborate a specific competency framework reflecting the knowledge and related products and services that we produce, providing means for the development of attitudes and behaviours needed to implement our strategic framework.
- Our institutional partnerships are also an integral part of achieving effective and efficient results. We will continue with and also pursue new strategic partnerships to respond to existing and new thematic imperatives, such as addressing social and economic impacts of COVID-19, science diplomacy, cyber security, anticorruption, human rights, preventing violent extremism, green energy, and promoting health, managing migration and knowledge about the United Nations system. Working through partnerships across and beyond the UN development system, including entities within the network of UN research and training institutes, other UN organizations, the private sector, academia, and civil society, we will strive to ensure coordinated action, collaborating widely on global efforts for sustainable development.

## Quality Assurance, Learning and Evaluation

- Quality is one of our fundamental values, and it will also enable us to achieve effective, measurable results. Internal and external quality assurance processes will continue to validate programme quality, contributing to learning and continuous quality improvement.

- In addition to our quality assurance mechanism, a new knowledge and learning design service function will support our programming to ensure that high standards of quality are applied for effective and efficient outcome-based learning, and that a more harmonized and collaborative approach to tackling both thematic and integrated programming is pursued. We will seek new tools, methods, and approaches that align with the way people learn, innovating to enable the acquisition, retention and application of the type of knowledge needed for the transformative change required to support the prosperity advocated in the 2030 Agenda.



Our approach to evaluation will continue to be forward looking and strategic. In addition to performance and accountability, we will focus on lesson learning and quality improvement. Self-evaluations will continue to be undertaken regularly, but UNITAR will further strengthen its independent evaluation practices to ensure that credible, evidence-based information informs decisions, while also pursuing opportunities to engage in joint evaluation undertakings with other UN entities.

## Strategic Communication

- A strengthened strategic communications function will increase the visibility of UNITAR as a recognized centre of excellence in training and learning. We will develop a new multi-year communications strategy and prioritize the use of new and traditional communication channels, further strengthen exchanges with UN entities for the sharing of good practices, create a more interactive and collaborative environment, and educate staff and other personnel on the importance of disseminating coherent and compelling content to external audiences. We will also facilitate coordination among different units and programmes for better communication results.



## Business Processes

- Our key financial, human resource, procurement and IT processes will continue to play an instrumental role in supporting programme delivery. We will transform our finance and budget function to provide programmes with advice to take sound and strategic decisions. We will upgrade the information architecture and use new tools to provide forward-looking financial information to improve the execution of business processes. We will also explore and implement various strategies for optimizing cash flows, Accounts Receivable and Accounts Payable to achieve the required financial flexibility for sustaining operations. Our human resources will also ensure efficiency in contract management and transparency of corporate processes in hiring, promotion and performance management. We will simplify and harmonize procurement practices to further increase efficiency and effectiveness.



UNITAR will develop and maintain secure, scalable and robust IT systems, standardizing IT equipment for cost effectiveness and efficient user support; streamlining processes related to IT infrastructure, and exploring new opportunities for IT training for all personnel. Given our core focus on developing capacities through learning and related services, we will keep abreast of new trends and technological developments in online learning.

## Assumptions, Risks and Challenges

- Implementing our strategic objectives cannot be done without acknowledging certain assumptions, risks and challenges. For a small, voluntary funded organization, these assumptions, risks and challenges are multiple, sometimes significant and almost always interrelated.
- In addition to the looming uncertainty of the COVID-19 pandemic, UNITAR continues to be exposed to the risks and challenges of operating in a changing and highly unpredictable financial and economic climate, with no core resources, low and unpredictable non-earmarked contributions and little if any pooled funding opportunities. A key assumption is the ability of UNITAR to make important inroads in implementing the 2022 to 2027 Partnership and Resource Mobilization Strategy, including the objectives of increasing flexible funding, increasing partnerships and funding from UN and other donor country teams, further increasing strategic engagement with the business and private sectors and expanding opportunities for hosted partnerships. UNITAR will also need to strive to expand the scope, scale

and duration of its various projects; and that the current large number of low value transactions are minimized so that increased efficiencies in administrative, financial, human resources and procurement processes can be realized.



UNITAR is also exposed to an uncertain political climate and/or security threats in parts of the world where some of the most promising, large-scale projects are being implemented, which can produce delays and, in extreme cases, curtail implementation. The unprecedented global health pandemic has shown that new risks emerge from global diseases.

- From an administrative and organizational perspective, successfully implementing the strategy assumes that UNITAR staff and divisional entities embrace collaborative practices for working across programming and thematic pillars and pursue integrated, holistic initiatives that contribute to multiple Goals and targets, and that adequate resources are mobilized for new functions or those requiring upscaling.
- Externally, this will also require smarter engagement with key strategic partners, including organizations within and outside the United Nations, donors and implementing partners, to ensure that UNITAR's expertise in designing learning and related solutions to capacity needs contributes to other efforts to help countries and particularly those in special situations, achieve the targets of the Agenda and other plans of action.

## Monitoring, Evaluation and Reporting

Monitoring progress, evaluating and regular reporting on the implementation of the strategic framework will be essential. Performance monitoring will be enhanced, with a set of indicators and metrics to link our programme budget result areas to the SDG global indicators. Monitoring will be undertaken at both the managerial and corporate levels based on the indicators and performance measures in the programme budgets, with performance reports issued to the Board of Trustees on an annual basis, as well as undertaking an evaluation on the strategic framework towards its conclusion in order to inform the next framework from 2026. Monitoring shall, to the extent possible, be done in a disaggregated way, taking into account the characteristics of groups made vulnerable. Moreover, we will contribute actively to UN system-wide reporting efforts as required. In addition to serving as an accountability tool, evaluation will support organizational learning and inform future frameworks and strategic directions.





### Geneva, Switzerland (Headquarters)

UNITAR  
7 bis, Avenue de la Paix  
CH-1202 Geneva 2, Switzerland  
☎ +41 (0)22 917 8400  
📠 +41 (0)22 917 8047  
✉ info@unitar.org

### New York, USA

UNITAR  
One United Nations Plaza,  
Room DC1-603, New York NY,  
10017-3515, United States  
☎ +1 212 963 9196  
📠 +1 212 963 9686  
✉ nyo@unitar.org

### Hiroshima, Japan

UNITAR  
United Nations Mission  
5F, 5-44 Motomachi, Naka-ku  
Hiroshima 730-0011, Japan  
☎ +81 (0)82 511 2424  
📠 +81 (0)82 211 0511  
✉ hirosima@unitar.org

### Bonn, Germany

UNITAR  
UN Campus, Platz der  
Vereinten Nationen 1,  
53113 Bonn, Germany  
☎ +49-228-815 0214/3  
📠 +49-228-815 0296  
✉ bonn@unitar.org

## Online Resources and Social Networks

**Website** ([www.unitar.org](http://www.unitar.org))  
**Online course catalogue** ([www.unitar.org/event](http://www.unitar.org/event))  
**Newsletter** ([www.unitar.org/newsletter](http://www.unitar.org/newsletter))  
**Facebook** ([www.facebook.com/UNITARHQ](http://www.facebook.com/UNITARHQ))  
**Twitter** ([twitter.com/UNITAR](http://twitter.com/UNITAR))  
**LinkedIn** ([www.linkedin.com/school/unitarhq](http://www.linkedin.com/school/unitarhq))