

UNODA

STRATEGIC PLAN

2021–2025



This plan has been endorsed by the Under-Secretary-General and High Representative for Disarmament Affairs. UNODA thanks and acknowledges the contributions of all staff in shaping its content, in particular the dedicated work of the Strategic Planning Task Force.

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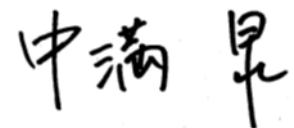
FOREWORD

We are facing an increasingly complex and fraught world. The re-emergence of strategic tension among many major powers, challenges to international norms and possible extension of armed conflict into new domains, in addition to increasingly complex and protracted conflicts, pose significant risk to humanity's ability to prosper peacefully. The impact of COVID-19 on the global social, economic and political order has upended many traditional ways of living and working, many with potentially long-lasting effect.

In light of these challenges and consistent with its mandates, UNODA is committed to promoting holistic and coherent approaches to disarmament. Our strategic objectives set out in this plan are ambitious to match the challenges of the twenty-first century, and we can be successful in achieving them only with the support of our partners. The objectives seek to embed disarmament in not only efforts to achieve sustainable peace, but as a mutually beneficial means to achieving the sustainable development goals.

Our plan demands reinvigorated and new approaches to some of these core issues we face. It will require purposeful and persistent efforts to create partnerships and promote inclusivity in our work. And it will require that UNODA adapts as an Office to ensure that we have the right skills, capacities and tools. But most importantly, it will enable us to put people at the centre of disarmament efforts in order to save lives and create a peaceful world for future generations, as the Secretary-General called for in his Disarmament Agenda.

I am committed to leading the work laid out in this plan but know that we alone cannot be successful. I would like to therefore thank everyone for their support and collaboration. We look forward to joining together to achieve the realization of human, national and international security.



Izumi Nakamitsu
UN Under-Secretary-General and High
Representative for Disarmament Affairs

PLAN'S PURPOSE

This Strategic Plan is designed to provide an overarching vision for how the UNODA will contribute to the goal of general and complete disarmament, setting out UNODA's core priorities over the next five years. It will orient UNODA's work and priorities with global and organizational agendas and will provide a framework for partnership-building.

The Strategic Plan is responsive to the shifting geopolitical context in which we are and will operate and, as such, must remain a dynamic tool for the Office. Amidst this difficult and evolving environment, new agendas are shaping collective action to mitigate these risks, including but not limited to the 2030 Agenda for Sustainable Development, the Secretary-General's reform agenda, and the Secretary-General's Agenda for Disarmament, *Securing our Common Future*. UNODA's Strategic Plan leverages these frameworks for action to ensure effective and efficient progress towards our goals.

This plan lays out the results UNODA will pursue for the period 2021-2025 in the form of five strategic objectives and one management objective, each underpinned by corresponding intermediate outcomes.

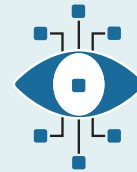
In order to achieve its vision and the identified results, UNODA must build robust partnerships at international, regional and national levels with a diverse range of stakeholders. UNODA will also pursue cohesive approaches within the UN peace and security pillar, as well as with other UN entities, including agencies, funds and programmes.

The plan's realization will also require sustainable and predictable financial resources, as well as sufficient and reliable human resources. Though we face a climate of increasingly scarce resources, compounded by the COVID-19 crisis, UNODA will work strategically to ensure that all necessary resources are generated and maintained, and, through an evidence-based approach, show how these resources enable us to have impact over the duration of the Strategic Plan's validity.



ODA MISSION

We work with United Nations Member States, United Nations system entities and other partners towards the **elimination of weapons of mass destruction** and the **strict control of conventional weapons**. To this end, we promote **norm-setting** and **multilateral agreements** in the areas of disarmament, arms control and non-proliferation; **facilitate dialogue** among diverse stakeholders; and **advocate** for **concrete** and **effective solutions** to support **sustainable peace and development**.



ODA VISION

The realization of **human, national** and **international security** through the **regulation, control** and **elimination of arms**.



Strengthened adherence to and implementation of **norms, mechanisms** and **instruments** related to disarmament and the regulation of arms.



Enhanced and diversified **partnerships** to ensure full and effective participation by a **broad range of stakeholders** in disarmament and the regulation of arms.



Increased **awareness** of and support for the value of disarmament and the regulation of arms to international **peace** and **security, conflict prevention** and **sustainable development**.



Effective measures to anticipate and address **new** and **evolving developments** related to arms and international security.



Implementation of tailored approaches to enhance **regional** and **sub-regional security** through disarmament and the regulation of arms.

MANAGEMENT
OBJECTIVE

UNODA has the **capacity** and **capability** to deliver its mandate **effectively** and to respond to **emerging challenges** and developments related to arms and international security.



FRAMING ELEMENTS

MANDATE

Enshrined in the United Nations Charter, disarmament is at the heart of the United Nations system of collective security.

UNODA supports multilateral efforts aimed at achieving the ultimate goal of general and complete disarmament under strict and effective international control.¹ This encompasses effective measures for the elimination of nuclear weapons and their means of delivery; the prohibition of other weapons of mass destruction and the prevention of acquisition and use by non-State actors of weapons of mass destruction; and regulation of conventional weapons, as well as mitigation of their humanitarian impact. UNODA also combats the illicit trade in small arms and light weapons and works on the identification and analysis of emerging issues, including new technologies, and their impacts on international security.

UNODA's mandate derives from the priorities established in the United Nations Charter, relevant resolutions and decisions of the Security Council, General Assembly and treaty bodies in the field of disarmament, non-proliferation and arms control. The Office:

- **provides substantive and organizational support** to the primary organs of the United Nations system responsible for the deliberation and implementation of disarmament, arms control and non-proliferation measures, as well as to the negotiation of conventions, treaties and other instruments;
- **promotes measures to build trust, transparency and international confidence;**
- **assists** States in the implementation of their international obligations and commitments;
- **promotes and facilitates regional and national approaches** to disarmament, arms control and non-proliferation; and
- **produces and disseminates impartial and objective information** to States and to the public on matters related to these issues.

¹ The General Assembly identified general and complete disarmament as the ultimate objective of disarmament and defined it as the elimination of all weapons of mass destruction as well as the "balanced reduction of armed forces and conventional armaments." (S-10/2, 30 June 1978).

In carrying out its functions, UNODA supports the realization of the Secretary-General's agenda for disarmament and the mutually reinforcing objectives of:

- ❶ maintaining international peace and security,
- ❷ upholding the principles of humanity,
- ❸ protecting civilians,
- ❹ promoting sustainable development, and
- ❺ preventing and ending armed conflict and violence.

MISSION

We work with United Nations Member States, United Nations system entities and other partners towards the elimination of weapons of mass destruction and the strict control of conventional weapons. To this end, we promote norm-setting and compliance with multilateral agreements in the areas of disarmament, arms control and non-proliferation; facilitate dialogue among diverse stakeholders; and advocate for concrete and effective solutions to support sustainable peace and development.

VISION

The realization of human, national and international security through the regulation, control and elimination of arms.

VALUES

UNODA upholds the core values and competencies of the United Nations. In addition, UNODA is steadfast in its commitment to the following key values and principles for action:

Impartiality and expertise

We are dedicated to our roles as impartial international civil servants, responsible only to the Organization. We combine strong institutional memory with continuous learning to maintain relevant and wide-reaching technical knowledge. UNODA serves as a repository for information on all matters related to disarmament and the regulation of arms, especially as it relates to the process for elaborating and implementing multilateral agreements in this field. We also provide expertise on effective disarmament and international security while building trust and understanding, thereby sharing knowledge and good practices to ensure better outcomes.

Partnership

We believe working together across different disciplines and sectors is the foundation of effective action. We build partnerships through transparent, inclusive and results-oriented collaboration within the UN and beyond, including with regional organizations, the private sector and civil society. We promote cohesive and effective responses to the current and emerging challenges.

Innovation

We understand the importance of innovation and flexibility in meeting the needs of our stakeholders and finding solutions. We foster a work environment that encourages taking calculated risks and places value on learning from our mistakes and from one another. We strive to be more responsive to the changing geopolitical context in which we operate.

We endeavour to employ new thinking and approaches to improve our services and products.

Diversity and inclusion

We celebrate the breadth of experience, perspectives and expertise that a diverse and inclusive workforce represents. We cultivate a work environment based on mutual respect, trust and support. We work to ensure that a diversity of perspectives is represented not only within our internal structures, but equally within multilateral disarmament discussions and decision-making processes.

Gender equality

We see women's participation and empowerment as crucial components of international peace and security. We recognize that women, men, girls and boys are differently affected by and involved in, issues related to weapons. We apply a gender perspective to our work and advocate for disarmament processes and policies that ensure the equal and meaningful participation and, in particular, opportunities for leadership of women, and address holistically the differentiated impact of weapons on different communities.

UNODA IN THE GLOBAL CONTEXT

The development of UNODA's strategic plan takes place in a fluid international context, one that has been transitioning from a post-Cold War era to a more multipolar order. The world is grappling with an era of converging global challenges, from climate change, to unequal development and pandemics, coupled with a growth in nativism, a pushback against globalization, and a seemingly diminished appetite for collective action and application of the international norms and institutions developed over the last seventy-five years.

Multilateralism is at a precipice, and it is uncertain whether international cooperation will be strengthened or weakened to deal with global crises.

Several key international peace and security trends define the current context:

- Exacerbated by the COVID-19 pandemic, relationships between major military powers are weakening, characterized by distrust and the absence of dialogue and transparency.
- Amidst what has been described as a qualitative nuclear arms race based not on numbers but speed, stealth and accuracy, nuclear weapons are assuming greater roles in national strategies, while bellicose rhetoric about their use has driven risks to dangerous heights.
- Global military spending has reached, its highest levels in a decade,² undermining trust and confidence, as armed conflicts continue to rage in many parts of the world. COVID-19 has given new urgency to mitigate the humanitarian impact of armed conflict, but too few have respected the Secretary-General's call for a global ceasefire. Over 21,000 people have lost their lives to armed violence since the Security Council endorsed the call in July 2020.³
- Revolutionary technological advances are being used for military applications with possibly unintended consequences, opening potential new areas of conflict and enabling the deployment of new weapons systems with strategic impact. Without appropriate guardrails, these developments have the potential to trigger arms competition, lower thresholds for the use of force and contribute to crisis instability. They could challenge existing legal frameworks and raise questions about safeguarding the sanctity of human life.
- Civilians and civilian infrastructure are increasingly at risk, including through the indiscriminate use of explosive and heavy weapons designed for battlefield use in urban areas.

² SIPRI.

³ Oxfam International.

- COVID-19 has refocused attention on transnational security threats with low-probability but potential global consequences, especially the preparedness of the international community to respond to a deliberate biological incident.
- The world is experiencing what the Secretary-General has described as a “trust deficit disorder” that has paralyzed or stymied the multilateral disarmament machinery. The global arms control regime is crumbling, and confidence-building measures are either absent or in need of refurbishing to reflect a changed environment.
- The interlinkages between development and security, including disarmament,

are becoming progressively apparent and important, as is the demand for greater inclusivity in processes related to security and disarmament, including achievement of gender equality and inclusion of young voices and new actors such as industry.

In this fluid environment, UNODA is committed to promoting holistic and coherent approaches to disarmament as an integral component of the maintenance of international peace and security, development and human rights. It is dedicated to supporting multilateral solutions to the challenges of weapons and armed conflict.

STRATEGIC AND MANAGEMENT OBJECTIVES WITH INTERMEDIATE OUTCOMES

Based on UNODA's mandate, mission and vision, as well as a thorough contextual analysis, UNODA has identified five strategic and one management objective to guide its

work over the next five years. Under each, UNODA has further articulated a set of intermediate outcomes, to which UNODA will contribute to attain these objectives.

In pursuing these priorities, UNODA will ensure inclusive programming throughout its work. Ensuring that women are equally represented and have equal opportunities to influence disarmament measures is not only a normative imperative, but also an operational necessity that enables a more effective approach by ensuring differentiated impacts of weapons-related issues on women, men, boys and girls are fully explored and addressed. Likewise, the need for greater geographic diversity, inclusion of persons with disabilities and intergenerational representation will further strengthen disarmament by bringing forward a diversity of perspectives. UNODA will also ensure an enabling environment that is inclusive of all stakeholders and groups to ensure that everyone is able to participate fully and effectively in disarmament forums and processes.

As UNODA works to advance its priority results, it will retain its core values of impartiality and expertise, partnership, innovation, diversity and inclusion, and gender equality at the centre of all efforts. UNODA will also adopt creative approaches and use innovative platforms to respond to the evolving context in which we operate.

Strategic Objective 1:

Strengthened adherence to and implementation of norms, mechanisms and instruments related to disarmament and the regulation of arms

Intermediate Outcome 1.1:

Increased membership and strengthened implementation of multilateral disarmament treaties and other instruments and agreements

Multilateral disarmament, non-proliferation and arms control agreements are the backbone of efforts to eliminate weapons of mass destruction and regulate conventional weapons. Universal membership and full application are vital not only for the fulfilment of the goals of these instruments but also to the maintenance of international peace and security and to creating the necessary conditions for sustainable development.

To enhance membership and deepen implementation of multilateral instruments, UNODA will provide high-level expert support to multilateral bodies, offering impartial space for dialogue to overcome divisions as well as practical solutions for the implementation of commitments already undertaken. Through public advocacy and utilizing the good offices of the Secretary-General, UNODA will intensify its efforts to promote the universality of multilateral instruments, including through regional and sub-regional approaches. It will strengthen coordination with existing treaty and other implementation bodies to bring a more strategic approach to advocacy and develop and promote material aimed at explaining and facilitating signature and ratification processes. Working with Member States, UNODA will develop frameworks to help accelerate implementation of existing commitments and to ensure accountability.

Intermediate Outcome 1.2:

Revitalization of transparency and confidence-building measures between States to reduce tension and risk

Transparency and confidence-building measures (TCBMs) are effective means for building trust among Member States and reducing the risk of armed conflict. UNODA will intensify efforts to increase States' participation in instruments that promote confidence and transparency in the field of conventional arms, including through initiatives to enable greater reporting such as user-friendly interfaces and more regular updates of platforms and databases. In partnership with other UN entities, UNODA will promote the elaboration and inclusion of TCBMs in the UN conflict prevention toolkit and develop measures relevant to United Nations peace operations, while promoting South-South cooperation and the sharing of best practices. UNODA will work with Member States to revitalize TCBMs to reduce strategic competition and nuclear risk. With the emergence of potential new domains of armed conflict and developments in weapons technology, UNODA will support Member States in the adoption of measures to build transparency and confidence and promote responsible behaviour.

<p>Intermediate Outcome 1.3: Enhanced capacity-building initiatives to facilitate the ability of all States to fulfil their disarmament commitments</p>	<p>UNODA will develop a coordinated, strategic and targeted approach to capacity-building for Member States to assist in fulfilment of disarmament and non-proliferation commitments. To achieve this outcome, UNODA will develop a training programme, arrange briefings and information exchanges, and will disseminate material to provide States with technical and institutional capacities. It will engage expertise from government, industry, and civil society to support national authorities, policymakers and uniformed personnel to comply with their obligations, including reporting requirements. To help reach all stakeholders requiring assistance, the Office will ensure its training programmes are geographically diverse and provide equal opportunities for all genders. It will develop and promote online tools and platforms to enable the broadest dissemination of training and material.</p>
<p>Intermediate Outcome 1.4: Increased acknowledgement of the need for a human-centred approach to disarmament anchored in prevention and mediation</p>	<p>Disarmament has always been pursued as a means to enhance collective and national security and to prevent human suffering. To this end, state-centric and human-focused approaches to disarmament are mutually reinforcing. But as armed conflicts have become more frequent, longer and devastating for civilians, there is an urgent need to ensure human focus is at the heart of efforts to prevent and end them. UNODA will prioritize and emphasize human-centred disarmament both as the impetus for and the outcome of its work, through linking disarmament, development and human rights, and placing the people affected by weapons-related violence at the centre of prevention and mediation efforts. UNODA commits to supporting a broad understanding of security beyond military security alone, one that reinforces human-focused multilateralism and the role of disarmament in preventing human suffering as well as environmental damage.</p>

2

Strategic Objective 2:

Effective measures to anticipate and address new and evolving developments related to arms and international security

Intermediate Outcome 2.1: Effective support to the development of new rules, norms, principles and measures

Developments surrounding arms and armed conflict are not static, they require the exploration and elaboration of new rules and norms for disarmament, non-proliferation and arms control. This need is especially acute with the advent of new technologies that are enabling new weapon technologies with unclear or possibly dangerous applications, as well as the use of weapons that increasingly place civilians in harm's way. In response, UNODA will provide expert support to intergovernmental processes to assist Member States in the further development of new norms and, where necessary, to adapt existing instruments to new developments. Where appropriate, UNODA will deepen engagement with civil society, academia and industry in order to ensure that the development of new norms for general purpose technologies with military applications supports existing international law. UNODA will provide expert strategic analysis of trends and emerging issues and offer capacity building support to assist Member States in engaging with emerging and disruptive technologies in the field of disarmament.

Intermediate Outcome 2.2: Support States to ensure that the employment of any new weapons they research, acquire, develop or adopt complies with international law

The accelerating pace of technological change is facilitating the development of new means and methods of warfare that pose legal, ethical, security, and non-proliferation challenges that are stretching the ability of normative and regulatory frameworks to keep pace. UNODA will augment its outreach to Member States to facilitate transparency and accountability regarding new weapons systems, including through support for the development of common standards. UNODA will assist States in carrying out their responsibility to ensure the development and deployment of new weapons are compliant with international law by working with them, partners in civil society and other entities to strengthen transparency around weapons reviews required under article 36 of Additional Protocol I to the 1949 Geneva Conventions, and promote information exchanges on best practice.

Intermediate Outcome 2.3:

Facilitation of multilateral and multi-stakeholder dialogues and processes on innovative approaches to disarmament and arms regulation that address new and emerging challenges and the evolving international context

Developments surrounding arms and armed conflict are not static, they require the exploration and elaboration of new rules and norms for disarmament, non-proliferation and arms control. This need is especially acute with the advent of new technologies that are enabling new weapon technologies with unclear or possibly dangerous applications, as well as the use of weapons that increasingly place civilians in harm's way. In response, UNODA will provide expert support to intergovernmental processes to assist Member States in the further development of new norms and, where necessary, to adapt existing instruments to new developments. Where appropriate, UNODA will deepen engagement with civil society, academia and industry in order to ensure that the development of new norms for general purpose technologies with military applications supports existing international law. UNODA will provide expert strategic analysis of trends and emerging issues and offer capacity building support to assist Member States in engaging with emerging and disruptive technologies in the field of disarmament.

3

Strategic Objective 3:

Implementation of tailored approaches to enhance regional and sub-regional security through disarmament and the regulation of arms

Intermediate Outcome 3.1:

Development and delivery of capacity-building projects, technical tools, and outreach initiatives specific to regional and sub-regional needs

Effective support must target specific needs. Capacity-building, the provision of technical tools, and outreach efforts must all bear in mind local circumstances, from inception to implementation; otherwise they risk irrelevance, redundancy, and/or the waste of valuable resources.

UNODA will leverage experience and capacity within the Office and draw on a wide range of partnerships to meet the needs identified at the regional and sub-regional levels and ensure the most efficient and effective support for Member States. Consistent with Intermediate Outcome 1.3, and in coordination with its activities across its three regional centres, UNODA will work with Member States, UN partners, regional and sub-regional organizations and civil society to develop targeted regional and sub-regional strategies to produce unique training programmes while also maintaining the effective alignment of activities to ensure that regional and global disarmament efforts complement each other.

Intermediate Outcome 3.2:

Strengthened national and local level engagement based on human-centred interventions and the principle of national ownership

Disarmament processes must be owned by governments, but not only by governments. These processes' moral authority rest upon a concomitant ownership by a wide range of actors, both social and institutional. Accordingly, there is a need to create and ensure strong national programmes and national ownership on all issues related to disarmament.

UNODA recognizes the need for a coherent strategy and coordinated response to disarmament imperatives, predicated on national ownership and leadership. This includes mainstreaming disarmament into the UN's country-level programming, in particular through UN Country Teams. UNODA will increase its coordination with other UN stakeholders, in particular through integration of disarmament approaches in the Common Country Analyses and Sustainable Development Cooperation Frameworks, as well as recognizing the importance of local civil society engagement.

Intermediate Outcome 3.3:

Improved capacity and coordination across UNODA regional centres to undertake and deliver mandates

While each UNODA Regional Centre works to support efforts tailored to its specific region, it also produces a wealth of experience, materials, and capacity with potential relevance for similar activities elsewhere in the world. Regional Centres are effective vehicles to transmit, implement and support UNODA's mandates across regions and sub-regions.

By focusing on the issues of particular urgency to their respective regions, the Centres build unique specializations that serve as valuable institutional memory and experience for similar issues as they become urgent in other regions. Recognising that this specialized capacity represents a critical advantage and transferable expertise, UNODA will develop the capacity and coordination necessary for the Regional Centres to support each other in the sharing of expertise and in the efficient delivery of UNODA's mandates. UNODA will work to ensure that strategies across its Regional Centres are aligned, while taking into account their unique priorities, in order to better engage with Member States in the development of training and outreach programmes. It will encourage information exchange and the sharing of best practice at a national level to facilitate the inclusion of local lessons-learned in UNODA's broader frameworks and processes.

Intermediate Outcome 3.4:

Enhanced support for implementation of regional frameworks, including through stronger cooperation with regional and sub-regional organizations

Through closer cooperation with regional and sub-regional organizations, UNODA can more effectively meet regional disarmament and arms control priorities, while simultaneously building greater local disarmament capacity, and enhancing the viability of regional frameworks.

In order to operate effectively at regional and national levels, UNODA works in partnership and cooperation with regional and sub-regional organizations, other UN entities, civil society organizations and academia. In this regard, UNODA has concluded Memoranda of Understanding identifying areas of cooperation and joint activities with a number of such entities. Recognizing the effectiveness of this model, the Office seeks to expand its partnership, cooperation and coordination with regional and sub-regional organizations, as well as expanding its work on supporting the implementation of regional frameworks.

Strategic Objective 4:

Increased awareness of and support for the value of disarmament and the regulation of arms to international peace and security, conflict prevention and sustainable development

Intermediate Outcome 4.1:

Strengthened integration of disarmament-related mandates into the UN peace and security architecture and increased awareness of disarmament as a critical conflict prevention and peace building tool, including in the context of peace operations

Peace cannot be sustained in an environment saturated with weapons. Disarmament is, therefore, an essential element of the United Nations' efforts to put prevention at the core of its work to build a more peaceful world. This outcome will seek to emphasize how disarmament, arms control and non-proliferation are inherently linked to conflict prevention and peacebuilding, including through mechanisms such as risk analysis frameworks. Through existing processes and tools, UNODA will coordinate with other UN entities and participate in relevant policy mechanisms to enable the development of a holistic approach to addressing risks associated with arms, thereby contributing to conflict prevention and sustainable peace.

Intermediate Outcome 4.2:

An enhanced role for disarmament and the regulation of arms in the implementation of the Sustainable Development Goals

Development and disarmament are inextricably linked, and the research, development, acquisition and use of weapons is a global development issue. For instance, the illicit trade in small arms will hamper the achievement of several Goals, most notably SDG 16, but also SDG 1, SDG 3, SDG 5, SDG 8, and SDG 11. As the Secretary-General has noted, there is "a vast potential" for disarmament activities to further advance our pursuit of development objectives.

Given that achieving disarmament objectives can contribute to the achievement of the SDGs, UNODA will seek to grow the connection between disarmament and development by prioritizing the integration of sustainable development into disarmament, arms control and non-proliferation forums, and in parallel work to place disarmament, arms control and non-proliferation within the scope of sustainable development initiatives. UNODA will enhance its partnership network within the United Nations system and amongst Member States to raise awareness about the multi-faceted linkages between disarmament and development. It will work to build relationships between governmental and non-governmental actors in these often siloed fields, highlighting synergies and areas of cooperation. Finally, UNODA will ensure its education and outreach activities, including to young people, highlight the nexus between preventing armed conflict and sustainable development.

Intermediate Outcome 4.3:

Strengthened interlinkages between disarmament, arms control and non-proliferation and efforts to achieve gender equality and women's empowerment through a gender-responsive approach to peace and security

Women and girls are disproportionately affected by armed conflict. Ensuring equal opportunities for women and men to engage in disarmament, arms control and non-proliferation processes is therefore a catalyst for more sustainable results and the realization of equal rights.

UNODA will seek to deepen the connection between its work and gender equality and women's rights and empowerment through further elaborating issues of convergence between disarmament and, for instance, the women, peace and security (WPS) agenda; the Beijing Platform for Action; and the SDGs. UNODA will ensure that programming is responsive to the gendered impact of weapons; conduct gender analysis and collect sex disaggregated data; and support international standards on incorporation of gender into disarmament, arms control, and non-proliferation policies and initiatives. It will monitor and advocate for gender parity in disarmament, non-proliferation, arms control and peace processes, including decision-making bodies. Women's full and effective participation and opportunities for leadership will remain a priority for the UN and for UNODA. Further, UNODA will expand partnerships with actors in the WPS field and elsewhere to accelerate transformative progress on these agendas.

Intermediate Outcome 4.4:

Delivery of global disarmament education programmes aimed at all levels of education and the development of new outreach and information tools and practices to reach the broadest possible audience

Disarmament education is essential to deepening Member States' and the global public's understanding about the role disarmament, non-proliferation and arms control play in preventing armed conflicts and human suffering caused by weapons. Amidst a crowded agenda of international priorities, disarmament education reinforces, for disparate audiences, the importance of disarmament to the maintenance of international peace and security and the interlinkages between disarmament and other priorities, including sustainable development. UNODA will develop and implement education programmes that enhance the awareness, understanding and knowledge of a wide range of audiences, including Member States. It will work with States, civil society, academia and UN system partners to develop curricula that addresses key issues, provides alternate points of view and represents regional and gender perspectives. UNODA will engage with education providers to mainstream disarmament education at all levels in national education, policies, curricula, teacher training and student assessment. To reach the broadest possible audiences, UNODA will endeavour to utilize the latest technologies to provide online teaching and learning tools and produce and disseminate disarmament education material on its website and via social media.

Strategic Objective 5:

Enhanced and diversified partnerships to ensure full and effective participation by a broad range of stakeholders in disarmament and the regulation of arms

Intermediate Outcome 5.1:

Continued equitable geographic participation in disarmament processes

UNODA will strengthen efforts to ensure equitable geographic representation in disarmament processes. It will work with UN system partners, Member States and civil society to identify and build expertise in under-represented regions, including through UNODA's regional centres. UNODA will enhance efforts to ensure equitable geographic representation as a selection criterion for panels and workshops hosted by UNODA to ensure a more diverse set of voices at the table.

Intermediate Outcome 5.2:

Policies that promote diversity, inclusion, gender parity and accessibility in disarmament processes

UNODA is committed to creating a working environment that embraces equality, eradicates bias and is inclusive of all staff. The Office will advocate for gender parity in all relevant bodies and programmes, especially in those forums to which UNODA serves as a Secretariat or administrative hub. UNODA will track and publish gender parity statistics in disarmament-related discussions and groupings and actively engage Member States with a view to encouraging more women representatives in delegations, as speakers and as heads of delegation and nominations to groups and other activities such as workshops and conferences. Cognizant of the need to provide skills and training for future generations, UNODA will emphasize the need to create opportunities for young women.

Intermediate Outcome 5.3:

The contribution made by civil society to disarmament and arms regulation is protected and enhanced

Recognizing the critical role civil society actors play in advancing disarmament and non-proliferation, UNODA will work to enhance public engagement in order to strengthen integration of civil society stakeholders in disarmament processes. UNODA will work in partnership with Member States to ensure space for civil society's expertise and moral leadership and improve access for these actors in multilateral fora. UNODA will expand its network of civil society actors to non-traditional fields with emerging relevance for disarmament, non-proliferation and arms control. It will augment the ongoing dialogue between civil society and the Office and its role as a conduit to Member States. UNODA will continue its traditional support to relevant civil society initiatives.

<p>Intermediate Outcome 5.4:</p> <p>Increased space for youth perspectives in disarmament and arms regulation and the establishment of diverse youth disarmament networks to create a new generation of peace builders</p>	<p>The Secretary-General has consistently recognized young people as a force for change in disarmament, as well as the need to provide them with the knowledge and skills that will enable them to raise awareness and develop new ways to reduce threats from weapons. To help equip young people to confront the challenges of today and tomorrow, UNODA will facilitate increased opportunities for youth participation in disarmament fora and make meaningful contributions to progress in disarmament. UNODA will strengthen collaboration with UN departments and specialized agencies, Member States, regional organizations, civil society, think tanks and academic institutions to provide access to policymakers and thought leaders in this field and allow young people to not only listen to expert views, but also present their own. UNODA will leverage this network to establish geographically equitable and gender-balanced education and training opportunities for young people. Through its flagship endeavour “#Youth4Disarmament”, UNODA will expand its youth outreach activities to engage, educate and empower youth.</p>
<p>Intermediate Outcome 5.5:</p> <p>Inclusion of new stakeholders in disarmament processes to ensure all relevant viewpoints are heard and address emerging challenges</p>	<p>The challenges facing international peace and security are diverse and complex. To develop appropriate solutions a plurality of perspectives and voices is needed. UNODA will encourage and support multi-stakeholder consultations on key disarmament, arms control and non-proliferation issues that bring together broad coalitions of experts in areas such as security, international law, science and technology, and development. It will pursue new partnerships while deepening existing ones and include non-traditional voices in disarmament, such as industry, trade and development agencies. It will improve engagement with and opportunities for non-state experts from industry, civil society and academia in disarmament institutions and enhance its collaboration with regional and sub-regional organizations. UNODA will develop and facilitate networks of experts to maintain dialogue across the various issues of its mandates.</p>

Management Objective 1:

UNODA has the capacity and capability to deliver its mandate effectively and to respond to emerging challenges and developments related to arms and international security

Intermediate Outcome 1.1:

Coherent and strategic approaches to ensure financial sustainability

In a global environment of fiscal constraint, exacerbated by the COVID-19 pandemic, and confronted by a myriad of multilateral challenges, UNODA needs sustainable financial resources to carry out its expanding set of mandates, including the implementation of this strategic plan. This is especially important as, like many other elements of the UN system, UNODA is increasingly reliant on extrabudgetary funding. To avoid duplication, maximize value and ensure efficient delivery of mandates and commitments, UNODA will undertake a whole-of-Office approach to resource mobilization based on the Strategic Objectives outlined above. While strengthening relationships with traditional donors, UNODA will also seek to expand the donor base by targeting new donors based on an analysis of interests and priorities and in accordance with UN rules and regulations, and by engaging in sustained advocacy.

Intermediate Outcome 1.2:

An empowered, diverse and expert workforce across all levels of staff and geographic locations

UNODA considers that its success and strength lie in a workforce that is engaged, knowledgeable and that reflects the dynamism and diversity of the UN's membership. In order to ensure its success, UNODA undertakes to engage in continuous and honest self-reflection about the diversity and gender parity of its workforce and the professional satisfaction of its staff. This will include facilitating open conversations and proactively addressing any concerns about bias or discrimination, as well as ensuring equal access to, and participation in, professional and career development opportunities for staff at all levels. It will further seek opportunities to attract, develop and retain new and, especially, young talent and to build partnerships that benefit diversification of experience and skills of staff.

<p>Intermediate Outcome 1.3: Efficient delivery of mandates through the removal of silos and more effective communication and coordination structures</p>	<p>UNODA is aware that the successful implementation of its mandate requires not only effective intra-Office coordination, but the setting of shared, clear and effectively communicated priorities. Siloed approaches by branches, teams and even individual staff minimize information-sharing and restrict the efficient delivery of mandates, as well as the prospects for innovation by the Office as a whole.</p> <p>UNODA commits to identify additional mechanisms that may facilitate regular information-sharing across all staff levels on activities planned or underway and which will provide clarity with respect to roles, responsibilities and accountability. This effort will necessitate building stronger collaborative relationships not only between different branches but between the regional centres and UNODA Offices in New York, Geneva and Vienna, including through exploring opportunities for and encouraging all levels of UNODA staff to educate, work and train together in, cross-branch activities.</p>
<p>Intermediate Outcome 1.4: The Office has the appropriate systems/tools, capacity and training to undertake its mandates</p>	<p>UNODA will regularly review its systems and tools to ensure that they are fit for purpose. It will develop new mechanisms, including databases, to ensure coherent and user-friendly data management. Staff will be encouraged to pursue relevant new training and professional development opportunities and will be supported in those efforts. UNODA will also develop and revise Office-wide training modules, including on gender mainstreaming, to ensure staff have the requisite skills to execute UNODA mandates. In light of the lessons learned from the COVID-19 pandemic, particular emphasis will be placed on the development of remote learning and training opportunities.</p>
<p>Intermediate Outcome 1.5: UNODA solidifies its capability as a “learning entity”, able to institutionalize knowledge transfer, lessons learned, self-reflection and self-evaluation</p>	<p>UNODA will develop and implement a standardized Office-wide monitoring, reporting and evaluation framework. It will also encourage branches to identify good practices and lessons-learned on a continuous basis and ensure that the lessons are taken up and methods adapted as needed. UNODA will enhance its knowledge transfer between staff through enhanced orientation and handover procedures developed in consultation with all staff. To ensure horizontal whole-of-office evaluation, UNODA will develop and implement 360-degree feedback mechanisms.</p>

STRATEGIC PARTNERSHIPS AND COLLABORATION

Partnerships are a core mechanism through which UNODA implements its mandates in disarmament, non-proliferation and arms control and is essential to realizing the strategic and management objectives of the Plan. Partnerships allow UNODA to amplify its voice, engage more deeply with different perspectives, acquire and share on-the-ground knowledge, present a more cohesive and holistic viewpoint, and better serve stakeholders and clients. Regional and sub-regional organizations, think tanks, civil society organizations and other stakeholders have unique and complementary capacities that contribute substantially to the fulfilment of UNODA's mission. Within the UN system, partnerships with other entities in the peace and security pillar and across the humanitarian-development-peace nexus ensure appropriate, holistic responses and produce the necessary multiplier effect for efforts to be sustainable.

Partnerships are deeply enmeshed in UNODA's substantive work. A stakeholder mapping exercise carried out in 2020 identified that UNODA engages with over 100 entities from a diverse array of regions and categories. Currently, some 40 per cent of UNODA's activities are implemented in coordination with regional and sub-regional organizations. This broad range of activities has included structured dialogues with organizations, on-the-ground capacity-building to security sector officials, convening

of experts, provision of advice to strengthen implementation of treaties, and joint outreach with partners to raise awareness about and find solutions to new and emerging challenges.

However, the stakeholder analysis has also revealed that, in order for UNODA to realize the full potential of its engagement, it requires greater emphasis on office-wide strategy for partnership development and coordination, oversight of relationships and information management and dissemination. Such a strategy should be based on sustainable relationship development that leverages successful networking by individual staff and should identify organizational priorities and targets. Efficacy and efficiency of partnerships needs to be improved through enhanced coordination and avoidance of duplication, taking into account longer-term priorities and viability. In the short term, the ongoing COVID-19 pandemic has demonstrated the increasing importance of partnerships for mandate implementation. The interrelated nature of challenges and corresponding need to work across disciplines has become increasingly clear and as practical aspects such as travel and in-person activities are curtailed. Likely continued constraints on UN resources also increases the importance of partnerships as value multipliers and sources of funding.

To systematize partnerships, UNODA will establish a central coordination point intended to minimize redundancies and maximize synergies.

Fragmentary or narrow approaches diminish or limit partnerships. To avoid siloes and the resulting opportunity costs, the coordination point will facilitate office-wide strategy development and will provide timely sharing of information, experience and good practice. A repository of project and activity-based engagement, searchable by subject and partner, will be developed, accessible to all staff.

Responsibility for partnership cultivation and maintenance will be institutionalized within branches, based on the office-wide strategy and identified priorities. Although individual networks and contacts will remain important, the long-term nature of partnerships will be strengthened through shared responsibility, inclusion in onboarding, handovers and succession planning.

The partnership coordination point will develop clear guidelines for the establishment and maintenance of responsible partnerships. It will conduct internal data analysis to monitor for and identify new or underdeveloped partnership opportunities.

Long-term planning is key to sustainability. Examination of strategic partnership priorities will be part of periodic reviews of UNODA's Strategic Plan to ensure it accords with identified strategic objectives for the planning period, as well as any future donor strategies. UNODA will seek to develop partnerships not just on potential projects, but as expressions of the alignment of values and objectives. To this end, the practice of developing joint action plans with sub-regional organizations will be expanded to other partners.

A long-term approach will focus on nurturing partnerships, while seeking to

broaden the range of both substance and partners. Partnerships that are ad hoc in nature will be analysed for future potential – a project in one area of substantive work could lead to future work in other areas. Similarly, UNODA will seek to replicate projects that have achieved success with other partners, this is particularly the case for regionally-based projects.

An enhanced focus on “non-traditional partnerships” will help UNODA diversify its support base and demonstrate its appeal to new constituencies. Such partnerships include those with entities that are outside of the traditional disarmament community, as well as partnerships that engage in a manner not otherwise common for UNODA. The former includes field specific professional associations, social media influencers, or youth journalism. One possible example of a non-traditional partnership would be aligning nuclear disarmament with the climate change community and combining advocacy on the two existential threats facing humanity.

A rapidly evolving international peace and security landscape requires robust analysis of the impact of armed conflict and opportunities for disarmament and arms control approaches. As its primary partner in thought leadership within the disarmament community, UNODA will utilize its historic relationship with UNIDIR to provide the knowledge and advice that can help inform UN and Member State thinking on the future direction of disarmament, non-proliferation and arms control. It will also seek to bolster and expand partnerships across the academic and think tank communities.

Cultivating inter-disciplinary partnerships for sustainable peace and development will enhance both the impact of UNODA and the UN system as a whole. To this end, UNODA will advance the Secretary-General's reform vision through strategic engagement in

existing inter-departmental and inter-agency coordination mechanisms and the pursuit of joint initiatives with partners in and beyond the peace and security pillar. UNODA will seek opportunities to enmesh expertise from across the UN system into the Office to enrich and strengthen its work and, vice versa, to promote the integration of disarmament knowledge into the UN's broader peace and security and development initiatives.

To enhance its engagement with partnerships of all types, UNODA will leverage its offices in Geneva, Kathmandu, Lima, Lome and Vienna, and the working-level entry points they provide, to build networks and contacts. It will also improve outreach

in New York to locally-based partners such as the African Union and European Union and other representations in New York, including through periodic briefings. As a non-operational entity, UNODA will work with and through UN field presences, including Resident Coordinator's Offices, UN Country Teams and peace operations, to systematically integrate disarmament and arms control issues into analytical and response frameworks, for example through the Common Country Analysis and Strategic Development Cooperation Frameworks. UNODA will further leverage different trust funds under its management to enable effective action by partners.

MONITORING AND EVALUATION

As a critical component of the full operationalization of its Strategic Plan, UNODA will ensure a coherent and effective approach to its monitoring, reporting and evaluation (i.e. the “M&E Plan”). This will serve to track the Office’s performance against the stated objectives and outcomes of the 2021–2025 Strategic Plan, and in so doing will support accountability, institutional learning and evidence-based decision-making within the Office.

The M&E Plan sets out the expected approach for regular monitoring and review of the Strategic Plan, and through its results framework in particular, the results chain towards the accomplishment of the strategic objectives. As the Strategic Plan’s management tool, the results framework, including its performance indicators and annually identified targets, will guide reporting

and underpin annual work planning across all branches and units within UNODA.

An annual internal review of the Strategic Plan will take place with the participation of all members of the UNODA Senior Management Team and designated Branch focal points, taking into account data collected through the results framework and more qualitative analysis of progress at branch/unit level including through lessons learned, peer reviews and/or self-assessment exercises. An evaluation of the Strategic Plan is planned for Q1 of 2025 to inform decision-making in advance of the next Strategic Plan’s preparation. If resources permit, this evaluation will be externally commissioned. Should external resources not be available, UNODA will conduct an internal evaluation of the Strategic Plan ahead of its next iteration.

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