United Nations Office
for Disarmament Affairs

UNODA
Strategic Plan

2026–2030



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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 living through a period of serious global challenges. Armed conflicts are multiplying. Military spending has reached heights not seen since the Cold War. Trust in, and commitment to, multilateral solutions are eroding. In this environment, the case for arms control, disarmament, and non proliferation is not abstract; it is real, palpable, and urgent. It also demands that the United Nations be candid about the risks the world faces and the responsibilities it carries for its people. This is the starting point for this strategic plan.

This is the second Strategic Plan of the UN Office for Disarmament Affairs (ODA). ODA exists to advance disarmament, arms control, and non-proliferation within the UN system, supporting Member States, strengthening international norms, and reducing the human cost of armed violence. This Plan sets out how we will do that over the next five years.

Our first Strategic Plan coincided with the COVID-19 pandemic. Six years on, the landscape is harder still. Geopolitical divides have deepened. Multilateral norms are under pressure. Armed conflict is extending into new domains, from cyberspace to outer space. Emerging technologies, particularly artificial intelligence, are reshaping the security environment faster than international frameworks can respond. Against this backdrop, the United Nations itself faces a severe financial crisis. The Secretary-General's UN80 Initiative presents an opportunity to build a leaner, more effective Organization, and ODA is committed to contributing to that transformation.

This Plan is our response to those realities. It sets out three Strategic Outcomes, each underpinned by Intermediate Outcomes, to guide UNODA's work: strengthening the norms and instruments of disarmament; integrating disarmament across the United Nations' peace, development, and human rights pillars; and building the public understanding and political will that makes progress possible. It does not promise certainty in an uncertain world, but it does provide a firm direction that is both resilient and adaptable.

Our ambitions are deliberately high, because the challenges demand nothing less. We cannot meet them alone. This Plan is built on partnership, with Member States, with the broader UN system, with regional organizations, civil society, academia, the private sector, and youth. We will solidify those partnerships through results, through relevance, and through the quality of our support. Critically, this Plan treats disarmament not as an end in

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The Plan is grounded in structured foresight analysis, which helps us identify emerging risks and adapt before crises take hold. A mid-term review is foreseen for 2027 to ensure UNODA remains fit for purpose as the global environment continues to evolve. This is not a static document. It is a living framework.

I am personally committed to the work ahead. Disarmament is at the heart of the UN Charter, and it remains at the heart of what this Office does every day. The goals set out in this Plan can only be achieved through genuine, sustained collaboration. To every partner, colleague, and Member State who has supported UNODA, and to those who will: this work matters, and we will live up to its responsibilities.

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

Overview

This Strategic Plan provides an overarching vision for UNODA's contribution to the goal of general and complete disarmament, setting out UNODA's core priorities over the next five years. It aligns UNODA's work and priorities with global and United Nations agendas and provides a framework for partnership-building, resource mobilization, and the efficient use of resources.

The Strategic Plan responds to the evolving geopolitical context, positioning UNODA as a dynamic tool for advancing the Office's mandate. UNODA's Strategic Plan leverages key United Nations frameworks for action, including relevant elements of the Sustainable Development Goals, the Secretary-General's peace and security and development reforms and the Pact for the Future, in accordance with relevant General Assembly resolutions, to ensure effective and efficient progress towards our goals.

This plan lays out the results UNODA will pursue for the period 2026-2030 in the form of three strategic outcomes, each underpinned by corresponding intermediate outcomes.

To achieve its vision and the identified results, UNODA will build robust partnerships at international, regional, and national levels with a diverse range of stakeholders. UNODA will also pursue cohesive approaches, ensuring seamless coordination between UNODA and all core pillars of the United Nations, including agencies, funds, and programmes.

Background and Context

Strategic Plan 2026-2030

The first Strategic Plan (2021-2025) of the Office for Disarmament Affairs was at a time of profound global disruption, with deepening geopolitical tensions, intensifying armed conflicts and military expenditures reaching unprecedented levels combined with growing mistrust and an overall strain on the multilateral system. The launch of the Plan coincided with the height of the COVID-19 pandemic, which further stressed global institutions and placed additional pressure on the United Nations system.

Against this backdrop, the disarmament, non-proliferation, and arms control agenda faced serious challenges: stalemates in parts of the disarmament machinery, increasingly rare consensus outcomes, pressure on the existing disarmament architecture, and spasmodic compliance with international law.

The Strategic Objectives and Intermediate Outcomes of UNODA's Strategic Plan 2021-2025 provided overall coherence and direction, with implementation conditioned by the above context. The Strategic Plan has provided a framework for UNODA's effective assessment and response to these challenges for disarmament, arms control and non-proliferation which have included:

- Multiple armed conflicts with devastating impacts on civilians;
- Renewed threats of the use of nuclear weapons, alongside a qualitative and quantitative nuclear arms race;
- Lowered barriers to the acquisition of other weapons of mass destruction;
- Rapid and unchecked rise in global military spending and in weapons development, manufacture and trade;
- Weaponization and malicious use of emerging technologies; and
- Changes in the nature of armed conflict and violence involving an ever-increasing number of actors and aggravating factors, from transnational crime to climate change.

Many of these challenges persist and have been amplified since 2021. To that end, the Strategic Plan 2026-2030 offers a valuable opportunity to recalibrate UNODA's priorities against the very latest developments impacting the international security environment. It is designed to ensure that UNODA's contributions to resolving these challenges remain optimally relevant, effective, and impactful and are tailored to the current and rapidly evolving global landscape.

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Lessons from the Mid-Term Review

An evaluation of the 2021–2025 Strategic Plan highlighted key lessons that inform the design and priorities of the 2026-2030 plan, including:

- Undertaking a more systematic approach to the management of extra-budgetary resources.
- Fostering regional cooperation through UNODA's regional centres, ensuring local contexts inform global disarmament efforts.
- Integrating UNODA's work with other parts of the UN system, aligning disarmament with prevention, peacebuilding, and humanitarian action.
- Mainstreaming youth and gender inclusion, reinforcing relevant resolutions of the General Assembly and the Security Council.

In view of the next five-year timeframe, UNODA has identified a broad and non-exhaustive set of challenges and anticipated developments, as well as opportunities, which are expected to impact implementation of the Strategic Plan 2026-2030.

Challenges and anticipated developments

- Deepening geopolitical divides and tensions, increasing strategic competition, the erosion of multilateralism and respect for international legal frameworks.
- Increased risk of the use and proliferation of nuclear weapons and other weapons of mass destruction.
- Rapid uptick of emerging technologies in the military domain, in particular artificial intelligence, including weapons applications, with the potential to strain existing normative and legal frameworks.
- Continued rise in military spending and potential arms races, compounded by ongoing conflict and perceived insecurity.
- Heightened risks to civilians and civilian infrastructure, exacerbated by the urbanization of conflict.
- Persistent organizational and financial constraints limiting resources to implement mandates.

Opportunities

- High-profile inter-governmental processes, including review conferences, offering moments of potential high-impact policymaking.
- Growing awareness of humanitarian and existential risks from nuclear weapons, rising military expenditures, and erosion of disarmament treaties—creating openings for renewed outreach and advocacy.
- Growth in engagement of a range of non-governmental partners in advancing and supporting disarmament, non-proliferation, and arms control objectives.
- Increasing awareness of the importance of leveraging synergies across pillars of the United Nations work, including further exploration of the disarmament-development nexus, thus enhancing engagement in disarmament, non-proliferation and arms control objectives and activities.
- Organizational transformation opportunities provided by UN80 Initiative.

Navigating UN80 and financial constraints

As UNODA embarks on its second Strategic Plan 2026-2030, the challenges to international peace and security have grown in scale and complexity. At the same time, the United Nations is facing acute financial and liquidity challenges that are straining the Organization to its limits. The Secretary-General's UN80 Initiative seeks to transform the Organization into a more agile, integrated, and effective institution—an effort that will shape the implementation of this Plan.

The Strategic Plan 2026–2030 will therefore need to be guided by a core principle: aligning constrained and declining capacities and resources with the growing and increasingly complex global demand for disarmament, non-proliferation, and arms control. This will be achieved through:

- Consolidation of resources and capacities to improve operational efficiency and coordination when fulfilling the Office's regional disarmament, outreach, education, and capacity building and training mandates;
- Continued pursuit of cohesive and integrated approaches across the UN Secretariat and with other specialized United Nations agencies, funds and programmes, generating efficiency gains by leveraging shared expertise and networks;
- The implementation of innovative solutions to increase efficiency and effectiveness, aligned with the UN 2.0 initiative.

Looking ahead

UNODA is committed to promoting international peace and security through disarmament, non-proliferation and arms control, which remain at the heart of the United Nations system of collective security. This is true in the calmest of times, but even more so as the international community faces serious challenges to peace and security across numerous fronts.

Given the rapidly evolving political realignments, and the ongoing financial challenges (including in relations to UN80), a mid-term review of the Strategic Plan is foreseen to take place in 2027. This will allow UNODA to assess progress, recalibrate priorities, and ensure that the Office remains fit-for-purpose in a dynamic global environment.

Framing
Elements

Mandate

Enshrined in the United Nations Charter, disarmament is at the heart of the United Nations system of collective security. It is reflected in the very first resolution adopted by the General Assembly in 1946, which identified the goal of eliminating atomic weapons and all other major weapons adaptable to mass destruction from national armaments.

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; the regulation of conventional weapons and ammunition, including small arms and light weapons, as well as mitigation of the humanitarian impact of weapons and measures to address the international peace and security implications of new and emerging technologies.

UNODA's mandate derives from the priorities established in the United Nations Charter, relevant resolutions and decisions of the General Assembly, Security Council, the First Special Session devoted to Disarmament (SSOD-1), and treaty bodies in the field of disarmament, non-proliferation, and arms control. UNODA is also guided by relevant United Nations frameworks and agreements such as the 2030 Agenda and Pact for the Future, and the Women, Peace and Security and Youth, Peace and Security agendas and priorities set by the Secretary-General.

[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).

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 implementation and 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.

Mission

We work with United Nations Member States, United Nations system entities and other partners towards the elimination of nuclear weapons and other weapons of mass destruction, the strict control of conventional weapons and measures to address developments in science and technologies in the context of international security.

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

Empowering all relevant partners and stakeholders to promote the achievement of disarmament, non-proliferation and arms control objectives, thereby promoting and enabling safer and more secure societies, and strengthening international peace and security and advancing Sustainable Development Goal 16.

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, working with only the principles and values of the United Nations in view. 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, generations, 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, academia, youth, and other parts of civil society. We promote cohesive and effective responses to 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 endeavor to employ new thinking and approaches to improve our services and products, in line with UN 2.0 and the quintet of change.



Inclusion

We see inclusive participation and empowerment as crucial components of international peace and security. We recognize that women, men, youth, girls, boys, and persons with disabilities are differently affected by and involved in, issues related to weapons. We mainstream gender and disability inclusion in our work in line with organizational mandates and policies. We advocate for disarmament processes and policies that remove barriers for women's equal and meaningful participation and leadership and holistically address the differentiated impact of weapons on different communities.



Safe and Inclusive Work Environment

We value the breadth of experience, perspectives, and expertise that a diverse and inclusive workforce brings. 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. In alignment with Secretariat-wide frameworks—including the UN Disability Inclusion Strategy, the UN Anti-Racism Agenda, and the UN's policies on preventing sexual exploitation, abuse, and sexual harassment—we strive to embed inclusivity, accessibility, anti-racism across all aspects of our work and to foster a safe working environment. These commitments, and those to supporting overall staff well-being, are developed in consultation with staff and led by a dedicated staff engagement group.

Theory of Change

and Strategic Outcomes

Based on UNODA's mandate, mission, and vision, as well as a contextual analysis, UNODA has identified three strategic outcomes to guide its work over the next five years, with a corresponding set of intermediate outcomes. These are aligned with ODA's Theory of Change for the Strategic Plan, which is set out below.

ODA Theory of Change

IF UNODA enhances its organizational effectiveness to better deliver on its core functions, **IN ORDER TO** strengthen internal capacities and leverage synergies across the UN system, **SO THAT** all components of UNODA are working as one, **THEN** the Office will be able to fulfil its mandate by leveraging its agency to promote norm-setting and implementation in multilateral disarmament, support the implementation of the Pact for the Future, the prevention of crises, the achievement of the SDGs, and ultimately strengthen international peace and security.

UNODA will invest in organizational effectiveness **(Inputs)** to optimize existing capacities and resources, informed by a Results Based Management framework, UNODA's partnerships strategy, and resource mobilization and strategic communications. UNODA will ensure that all its work is guided by the principles and focus areas of the UN 2.0 initiative.

This will enable UNODA to provide Member States and the disarmament community with timely and quality policy, substantive, and procedural support for disarmament, arms control, and non-proliferation matters **(Outputs).**

So that national, regional, and international actors can maintain international peace and security, address current, new, and emerging risks, and reinforce a multilateral approach that cuts across the three United Nations pillars of peace and security, human rights, and development **(Outcomes).**

...national, regional, and international actors can maintain international peace and security, address current, new, and emerging risks, and reinforce a multilateral approach...

Outcome 1

Strengthened norms, mechanisms, and instruments, addressing disarmament, arms control, non-proliferation, and new and emerging developments in international security

UNODA's unique expertise enables States parties to more effectively implement their international obligations and commitments in disarmament, arms control and non-proliferation.

Outcome 2

Integrated disarmament solutions from prevention to sustainable peace and development, particularly in support of the 2030 Agenda

UNODA's comparative expertise when connected to and cutting across other parts of the UN system adds value and anchors disarmament and armed violence prevention, including within UN Sustainable Development Cooperation Frameworks, and connects disarmament diplomacy to regional and in-country context and support.

Outcome 3

Increased public understanding and support for disarmament

UNODA's outreach, fellowships, education dashboard, communication, M&E, and partnerships benefit from multi-stakeholder support, create new knowledge and channels of advocacy and awareness and lead to increased public understanding and support for disarmament.

In achieving these outcomes, UNODA will empower all relevant partners and stakeholders to promote the achievement of disarmament, non-proliferation and arms control objectives, thereby strengthening international peace and security, including in line with Sustainable Development Goal 16 **(IMPACT).**

Assumptions

Member States, International, Regional and subregional Organizations, and partners continue to value and engage with multilateral solutions for disarmament, non-proliferation, and arms control, while adhering to and implementing norms, mechanisms, and instruments **(Assumption 1).**

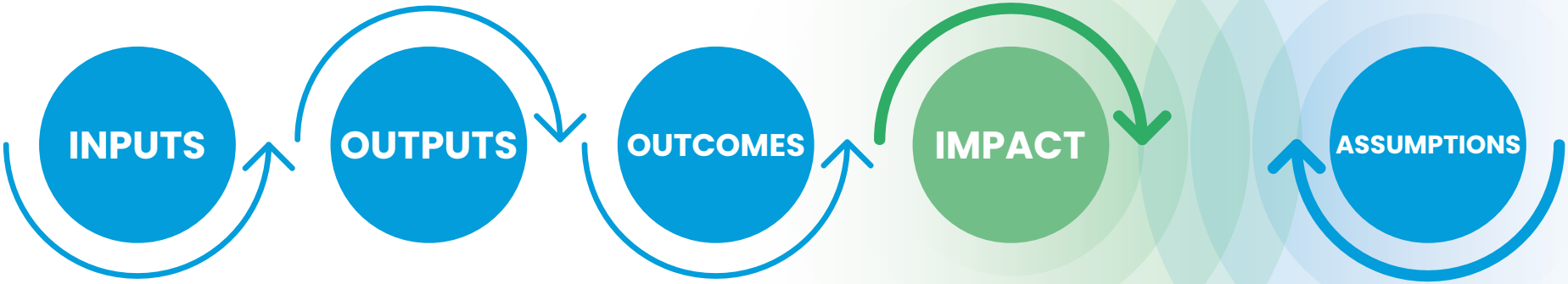
UNODA remains the central pillar for disarmament in the UN **(Assumption 2).**

An adequately resourced UNODA can offer tailored support based on its expertise, networks and know-how to Member States, regional organizations, and partners **(Assumption 3).**

UNODA has access to tools, including data sources, that are strategically connected to sustainable development, human rights, other components of the peace and security pillar, and humanitarian strategies, thus providing maximum benefit to Member States **(Assumption 4).**

Current geopolitical tensions and rising military expenditure will require revamped outreach efforts, strategic engagement, innovative approaches to policy and multilateral solutions for disarmament, arms control, and non-proliferation **(Assumption 5).**

Theory of Change



If

UNODA enhances its organizational effectiveness to better deliver on its core functions, **IN ORDER TO** strengthen internal capacities and leverage synergies across the UN system, all components of UNODA are working as one, **AND** UNODA can fulfil its mandate by leveraging its agency to promote norm-setting in multilateral disarmament, and support the implementation of the Pact for the Future, the prevention of crises, and the achievement of the SDGs

So that

UNODA Member States with timely and quality policy, substantive, and procedural support for disarmament, arms control, and non-proliferation matters

Then

National, regional, and international actors can maintain international peace and security, address current, new, and emerging risks, and reinforce a multilateral approach that cuts across the three United Nations pillars of peace and security, human rights, and development

OUTCOME 1

Strengthened norms, mechanisms, and instruments, addressing disarmament, arms control, non-proliferation, and new and emerging developments in international security

OUTCOME 2

Integrated disarmament solutions from prevention to sustainable peace and development, particularly in support of the 2030 Agenda

OUTCOME 3

Increased public understanding and support for disarmament

Empowering

Empowering all relevant partners and stakeholders to promote the achievement of disarmament, non-proliferation and arms control objectives, thereby strengthening international peace and security, including in line with Sustainable Development Goal 16

Because

- Member States, International, Regional and subregional Organizations, and partners continue to value and engage with multilateral solutions for disarmament, non-proliferation, and arms control, while adhering to and implementing norms, mechanisms, and instruments
- UNODA remains the central pillar for disarmament in the UN
- An adequately resourced UNODA can offer tailored support based on its expertise, networks and know-how to Member States, regional organizations, and partners.
- UNODA has access to tools, including data sources, that are strategically connected to sustainable development, human rights, other components of the peace and security pillar, and humanitarian strategies, thus providing maximum benefit to Member States
- Current geopolitical tensions and rising military expenditure will require revamped outreach efforts, strategic engagement, innovative approaches to policy and multilateral solutions for disarmament, arms control, and non-proliferation

Outcome 1

Strengthened norms, mechanisms, and instruments, addressing disarmament, arms control, non-proliferation, and new and emerging developments in international security

Outcome 1 responds to heightened geopolitical fragmentation and erosion of arms control commitments by reinforcing implementation, inclusivity, and confidence building.

Intermediate Outcome 1.1

Increased membership of multilateral disarmament treaties and other instruments.

Intermediate Outcome 1.2

Strengthened implementation of multilateral disarmament treaties and other instruments.

Intermediate Outcome 1.3

Humanitarian principles embedded in global and regional arms control measures lead to strengthened protection of civilians, reduced human suffering from weapons, and enhanced compliance with international humanitarian law.

Intermediate Outcome 1.4

Revitalization of transparency and confidence-building measures between States in order to contribute to the creation of further disarmament measures to reduce tension, risk and escalation.

Intermediate Outcome 1.5

Conclusion of effective measures for disarmament, contributing to the ultimate objective of general and complete disarmament under strict and effective international control.

Intermediate Outcome 1.6

Enhanced support for implementation of disarmament frameworks at the regional and national level, including through stronger cooperation with regional and sub-regional organizations and in-country capacity building efforts.

Intermediate Outcome 1.7

Enhanced equitable geographic participation in disarmament processes.

Outcome 2

Integrated disarmament solutions from prevention to sustainable peace and development, particularly in support of the 2030 Agenda

Outcome 2 responds to the role of UNODA in human-centered and inclusive disarmament solutions across the three pillars of the United Nations.

Intermediate Outcome 2.1

Increased integration of disarmament considerations into humanitarian, protection, and development frameworks.

Intermediate Outcome 2.2

Strengthened cross-pillar collaboration across peace and security, human rights, humanitarian and development actors.

Intermediate Outcome 2.3

Strengthened prevention capacities contribute to reduced risks and drivers of armed violence, armed conflict and extension of hostilities into new domains.

Intermediate Outcome 2.4

Enhanced Member State understanding of the gendered impact of armed violence, such as exacerbating sexual and gender-based violence, to inform evidence-based, gender-responsive policymaking and programming.

Intermediate Outcome 2.5

Young people are given the opportunity to actively influence and contribute to decision-making processes on disarmament and non-proliferation, ensuring their perspectives shape policies and initiatives.

Intermediate Outcome 2.6

The full, equal, meaningful, and effective participation of women in the field of disarmament is promoted and strengthened, including through eliminating structural barriers, discriminatory social norms, and gender stereotypes/biases.

Outcome 3

Increased public understanding and support for disarmament

Outcome 3 reinforces UNODA's status as a torch bearer for disarmament, that builds integrated partnerships, including with regional organizations, the private sector, academia, youth, and other parts of civil society.

Intermediate Outcome 3.1

Increased awareness and understanding among Member States about the value and benefits of disarmament, arms control, and non-proliferation.

Intermediate Outcome 3.2

A better informed and educated public that understands the importance of multilateral action, including action in the field of disarmament and arms control.

Intermediate Outcome 3.3

Sustained multi-stakeholder engagement, including by, inter alia, civil society, research institutes, academia, and private sector actors, in disarmament and arms regulation processes.

Intermediate Outcome 3.4

Global disarmament, arms control, and non-proliferation education is scaled up through comprehensive programs at all levels of formal and informal education and sensitization, supported by innovative outreach tools and practices that reach the widest possible audience.

Intermediate Outcome 3.5

Fellowship programmes develop greater awareness of the importance and benefits of disarmament, addressing the concerns of the international community, and strengthen technical knowledge and expertise.

Risk Environment
and Strategic Response

UNODA operates within a complex and rapidly evolving global disarmament landscape, shaped by, inter alia, intensifying geopolitical tensions, accelerating technological developments, and a constricting funding environment. These dynamics present both challenges and opportunities for the Office with regard to the efficacy of its contribution to international peace and security.

1. Geopolitical and Contextual Risks

The erosion of multilateral norms and increasing non-compliance with international legal frameworks – including international humanitarian law – pose significant risks to the credibility and effectiveness of disarmament efforts. At the same time, the growing risk of the use of nuclear weapons and other weapons of mass destruction, the proliferation and diversification of weapons systems, coupled with ongoing and protracted crises, have amplified the need for UNODA's technical and policy support. The current global security and political context risks the Office's capacity being increasingly outpaced by growing demand, particularly as some Member States explore alternative mechanisms outside the UN framework, all against the backdrop of rising political and budgetary challenges.

Mitigation Strategy

UNODA will leverage the High Representative's good offices and its partnership strategy to foster inclusive engagement, reinforce its convening role, and proactively mobilize campaigns and galvanize support to sustain momentum for disarmament processes. Strengthening partnerships with Member States, across the UN system, and with civil society and other stakeholders will be central to maintaining UNODA's relevance

UNODA operates within a **complex and rapidly evolving global disarmament landscape...**

2. Funding and Resource Risks

The continued financial crises threaten UNODA's operational continuity. Unpredictable resource flows hinder forward planning and implementation, while undermining institutional resilience. This makes it difficult to demonstrate a coherent programmatic offer to potential donors to elicit funding, and the lack of a resource mobilization strategy further limits long-term programming.

Mitigation Strategy

UNODA will finalize and operationalize an Office-wide resource mobilization strategy, enhance and diversify donor engagement, and improve transparency around costs and capacities.

3. Institutional and Operational Risks

UNODA is well-positioned to strengthen its adaptability and innovation by enhancing internal structures, expanding monitoring and evaluation capacity, and investing in foresight and data analytics. The ongoing restructuring presents a valuable opportunity to deepen cross-team collaboration, break down silos, and further elevate the Office's ability to demonstrate impact and mobilize broad support.

Mitigation Strategy

UNODA will undertake a review of its internal structure to optimize capacity and foster cross-branch collaboration. A dedicated Monitoring and Evaluation function will be established, and staff training on UN 2.0 principles and data literacy will be prioritized. A revised communication and outreach strategy will be developed.

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 2026–2030 Strategic Plan, and in so doing will support accountability, institutional learning, and evidence-based decision-making within the Office.

Strategic Partnerships and Collaboration

Partnerships are a core mechanism through which UNODA implements its mandates in disarmament, non-proliferation and arms control and are essential to realizing the strategic and management objectives of this Plan. This is reflected in ODA's Partnership Strategy, which enables ODA to conduct its partnership work in a coordinated and coherent manner, aligned with this Plan, and to further ODA's contribution to the goal of general and complete disarmament through synergies with stakeholders.

To this end, ODA is developing internal guidance to establish a coherent Office-wide approach to mobilizing extra-budgetary (XB) funding and the strategic management of JPO recruitment.



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