



**INSIGHTS FROM UNESCO AND UNIDO**

**STRATEGIC PLANNING AND RESULTS-BASED MANAGEMENT JOURNEYS**

# ITU Strategic Plan

## Council Working Group for Strategic and Financial Plans

11/10/24

Insights from UNESCO and UNIDO  
Strategic Planning and RBM Journeys

# UNESCO: A complex, rich programmatic environment



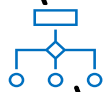
- UNESCO in brief
- Budget and Strategy
- UNESCO snapshots 2023



A **normative** specialized agency, with a **multidisciplinary mandate** (5 Programme Sectors + IOC)



Commitment to [2030 Agenda](#) with a lead on 9 SDGs, and other international frameworks (*inter alia*, [2063 African Union Agenda](#); [Sendai Framework for Disaster Risk Reduction - UNDRR](#); [United Nations Youth Strategy – Youth 2030](#) and [World Programme of Action for Youth](#); [Antigua and Barbuda Agenda for SIDS \(ABAS\)](#))



**34 subsidiary bodies:** Category 1 institutes, intergovernmental science programmes, International Conventions, etc.



Operating at **Global**, **Regional** and **National** levels with a presence in **95 countries**, 54 Offices: 20 regional, 30 national, 4 liaison Offices and 37 Antennas; 9 Category 1 Institutes



A **network of networks:**



1,223 [World Heritage](#) Sites in 168 countries;  
730 [Intangible Heritage](#) Elements in 145 countries;  
759 [Biosphere Reserves](#) in 136 countries;  
213 [Global Geoparks](#) sites in 48 countries

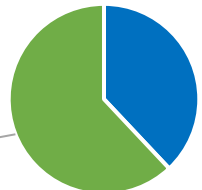


over 125 [Category 2 institutes and centres](#);  
1,045 [Chairs/UNITWIN](#) in 120 countries;  
12,000 [Associated Schools](#) in 182 countries;  
over 290+ [UNEVOC Centres](#) in 167 countries, ...

42 C/5 budget  
US\$ 1,804,447,299



Assessed contributions;  
\$685444 872



Other funds  
(OPF & VC);  
\$1119002 427

# UNESCO Strategic Planning and RBM Journey

1997-1999

The Director-General launches a **comprehensive reforms programme of which RBM is an important pillar** and officially introduces the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER) (1999).

The Bureau of Planning and Evaluation develops SISTER to accompany RBM and Results-Based Budgeting (RBB) introduction (1998). UN Secretary General presents "Programme for Reform" to UN General Assembly, placing greater emphasis on results in its planning, budgeting and reporting.

2000-2001

Results formulation training provided to 300 professionals.

UNESCO **fully integrates** to **SISTER** its programming for the Programme and Budget for 2000-2001 (30 C/5).

2001-2002

SISTER is used systematically to prepare and approve the RP workplans for the Programme and Budget for 2002-2003 (31 C/5) and to **integrate extrabudgetary projects**.

2003 - ONWARDS

RBM workshops for UNESCO colleagues (2003), including on **common country programming exercises (2006), and Permanent Delegations and National Commissions** (2008).

A **RBM team** is created within the Bureau of Strategic Planning (2003).

2013

The Medium-Term Strategy for **2014-2021 (37 C/4) timeframe was set to 8 years**, the Programme and Budget for **2014-2017 (37 C/5) was set to 4 years**. This allowed to align the latter with the QCPR timeframe and UNDAF cycle.

Introduction of **Results Frameworks for the 37 C/5 expected results** (i.e. outcomes) and associated regular programme (RP) workplans in SISTER.

2016-2017

**Full introduction of RBB, Integrated Budget Framework and Structured Financing Dialogues** within the Programme and Budget for 2018-2021 (39 C/5)

2018 - ONWARDS

Director-General launches **UNESCO Strategic Transformation towards focused interdisciplinary programmes**, prioritizing full RBM and RBB implementation.

RBM work focuses mainly on **Thematic level and large-scale Programmes/ projects**, and upon request, RBM coaching is provided for UNESCO Regional and/or Country Strategies.

2019

IOS recommendations and 2017-18 MOPAN Assessment highlight UNESCO commitment to RBM and Results-Based Budgeting (RBB).

2020-2023

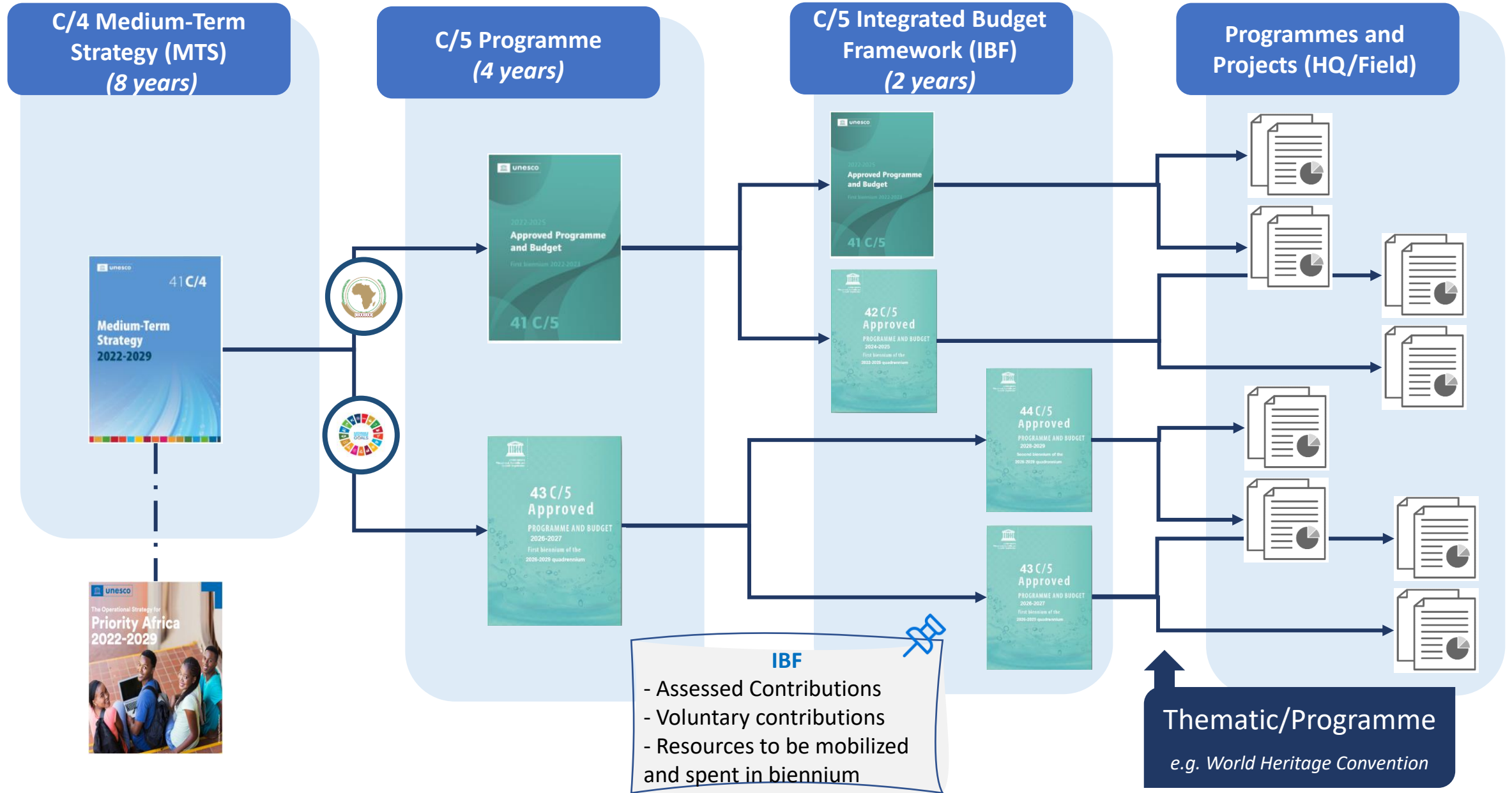
**Introduction of a complete Organizational Results Chain** (i.e. Strategic Objectives, Outcome, Output) within the Medium-Term Strategy for 2022-2029 (41 C/4) and Programme and Budget for 2022-2025 (41 and 42 C/5s).

A **RBM Unit** is created within the Bureau of Strategic Planning (2022).

2024 - ONWARDS

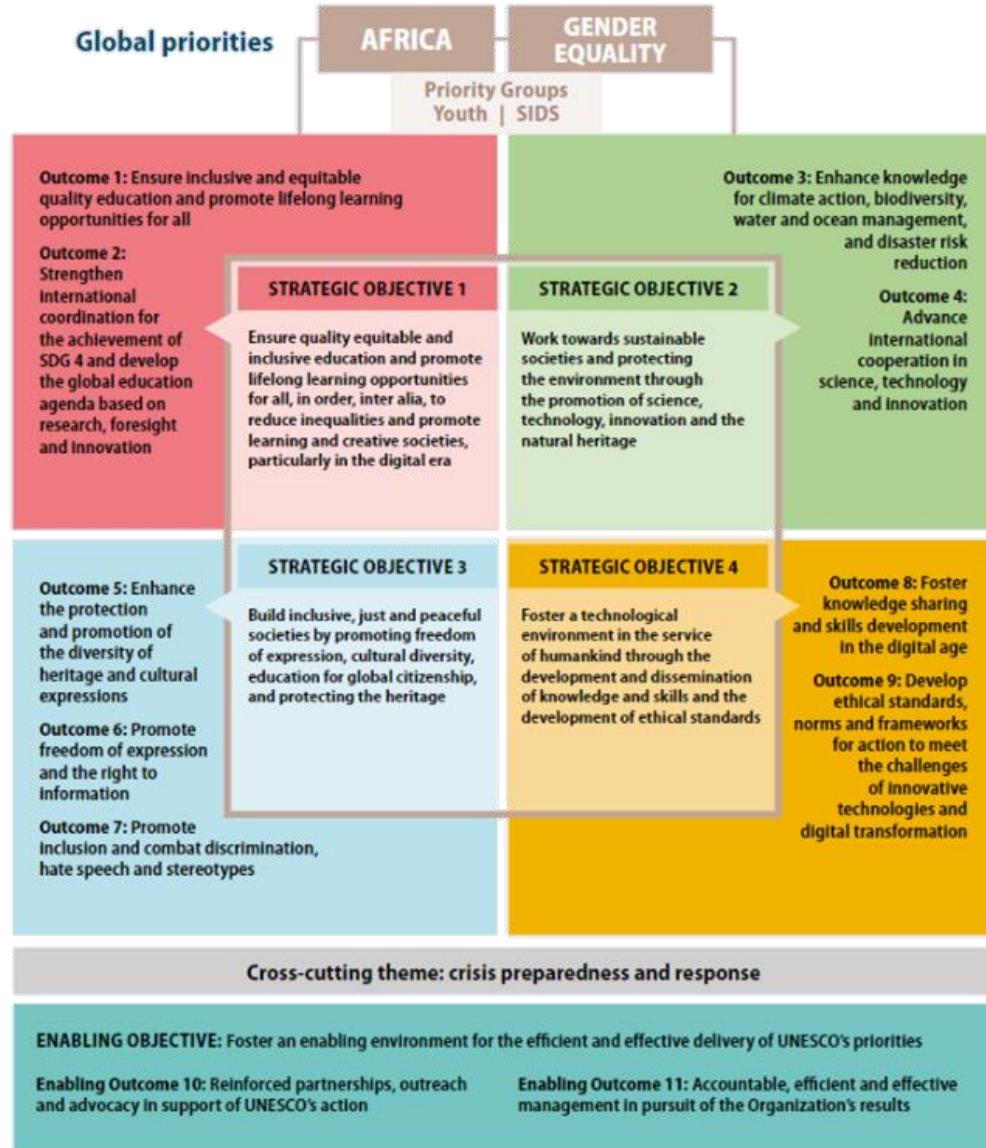
Within the Programme and Budget for 2026-2029 (43 C/5), RBM work focuses on the **co-designed Organizational Monitoring Framework and associated Integrated Results and Resources Framework (IRRF)**.

# UNESCO - Strategic Planning to Programme/Project





# UNESCO Organizational Results Chain with contribution to 2030 Agenda SDGs



# UNIDO – Specialized agency with a strong technical cooperation component

## UNIDO at a glance

- In addition to its Headquarters in Vienna, UNIDO has liaison offices in **Brussels, Geneva and New York**.
- Its field network consists of **48** regional hubs, and regional and country offices covering **158** countries.
- UNIDO maintains **Investment and Technology Promotion Offices** in **10** locations (Beijing, Berlin, Bonn, Lagos, Manama, Moscow, Rome, Seoul, Shanghai and Tokyo).
- Regional sustainable energy centres** exist in **9** locations (Bridgetown, Cairo, Kampala, Kathmandu, Luanda, Nuku'alofa, Praia, San Salvador and Windhoek).

### PROGRAMME FOR COUNTRY PARTNERSHIP (PCP)

- Implementation:** Cambodia, Egypt, Ethiopia\*, Morocco, Peru, Rwanda, Senegal\*, Zambia
- Programming:** Côte d'Ivoire, Kyrgyzstan, Nigeria, United Republic of Tanzania
- Self-starter:** Kenya

\*Concluding phase I; phase II under formulation.

### UNIDO facts

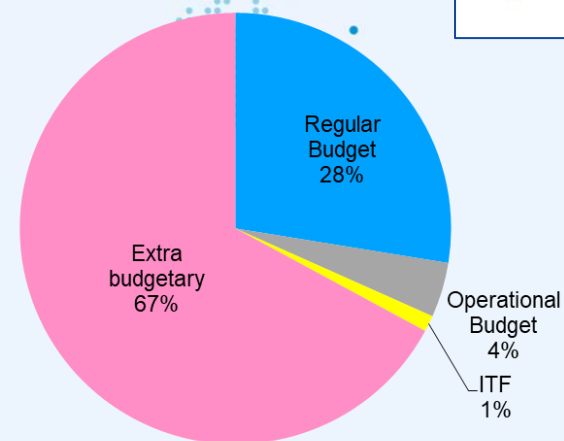
- UNIDO was established in **1966** and became a specialized agency of the United Nations in 1985
- The Organization has **172 Member States** (as at 31 December 2023)
- Gerd Müller** was appointed **Director General** of UNIDO by the nineteenth session of the General Conference in November 2021
- UNIDO employs **671 staff members** as well as 1,610 consultants on ISA contracts from 153 countries (as at 31 December 2023)
- \$2,237,177** UNIDO contribution to the United Nations **resident coordinator system** approved by Member States for 2023

### Project implementation

- \$225.2 million** value of **technical cooperation** delivery in 2023
- \$241.3 million** net voluntary contributions in 2023 for project implementation, with a total portfolio of projects in hand of **\$725.6 million**
- 40.8 million tons** of CO<sub>2</sub> emissions reduced in 2023 from the phasing out of ozone-depleting substances (ODS)
- Projects implemented in 118 countries** in 2023
- UNIDO participated in **110 United Nations country teams** in 2023



**Strong reliance on voluntary contributions (extra budgetary resources)**



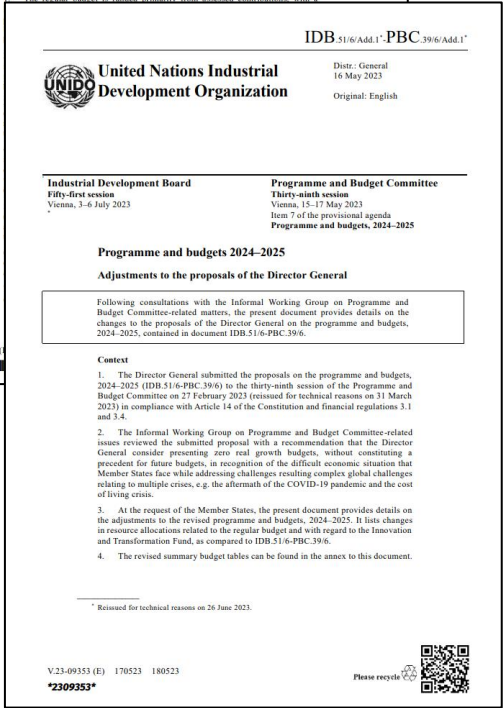
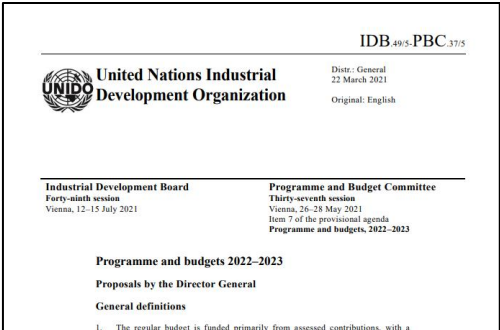
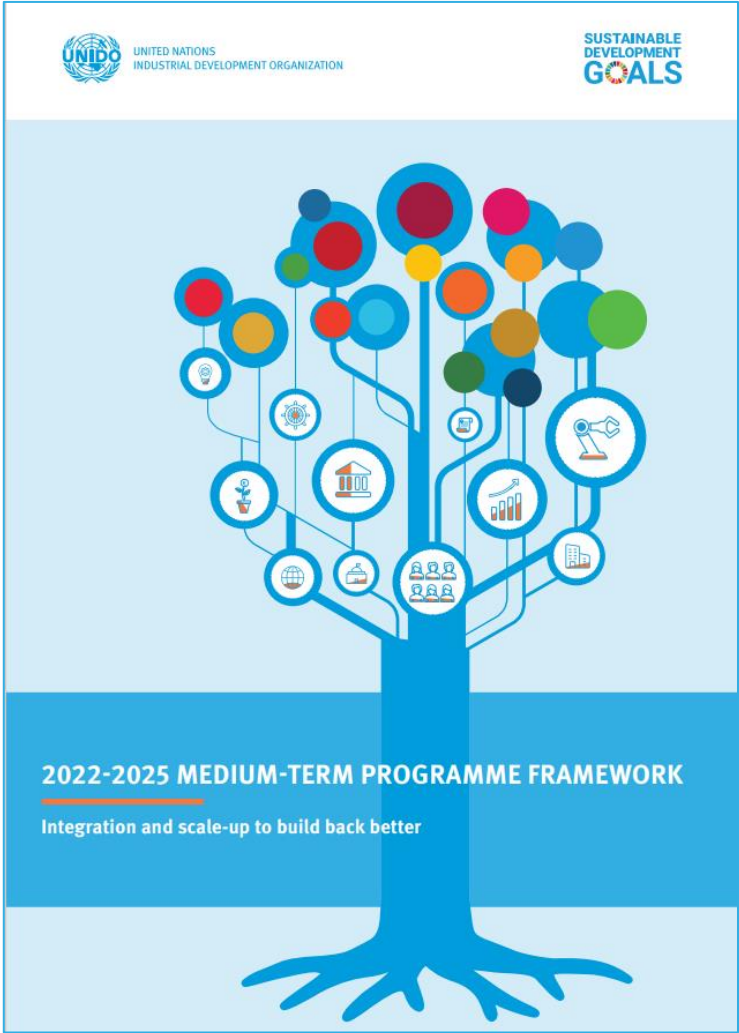
**An SDG contribution mapping built in the corporate results framework**





# Strategic planning at UNIDO

Medium-term  
programme  
frameworks  
on 4-year cycles



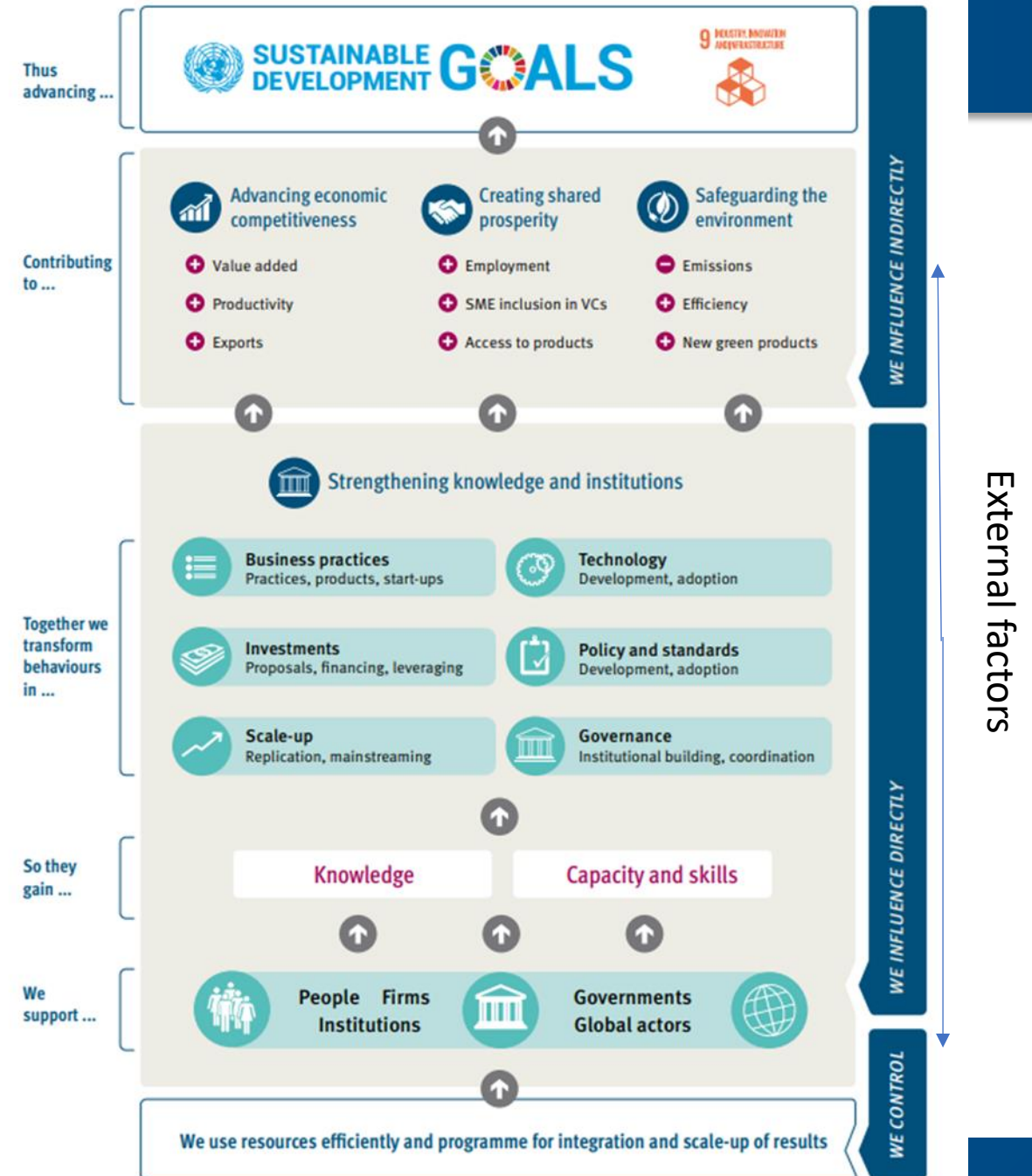
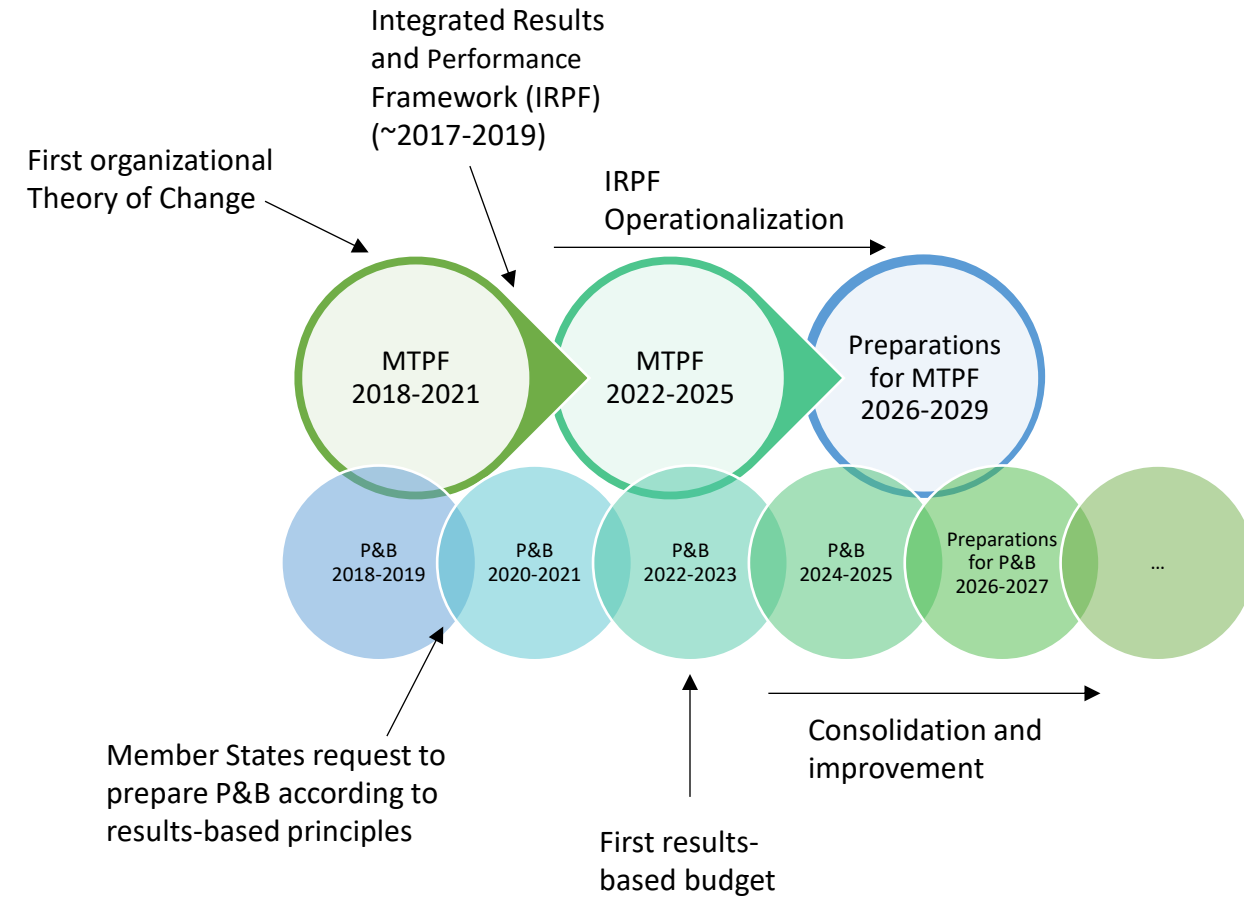
Programme and  
Budgets  
on 2-year cycles



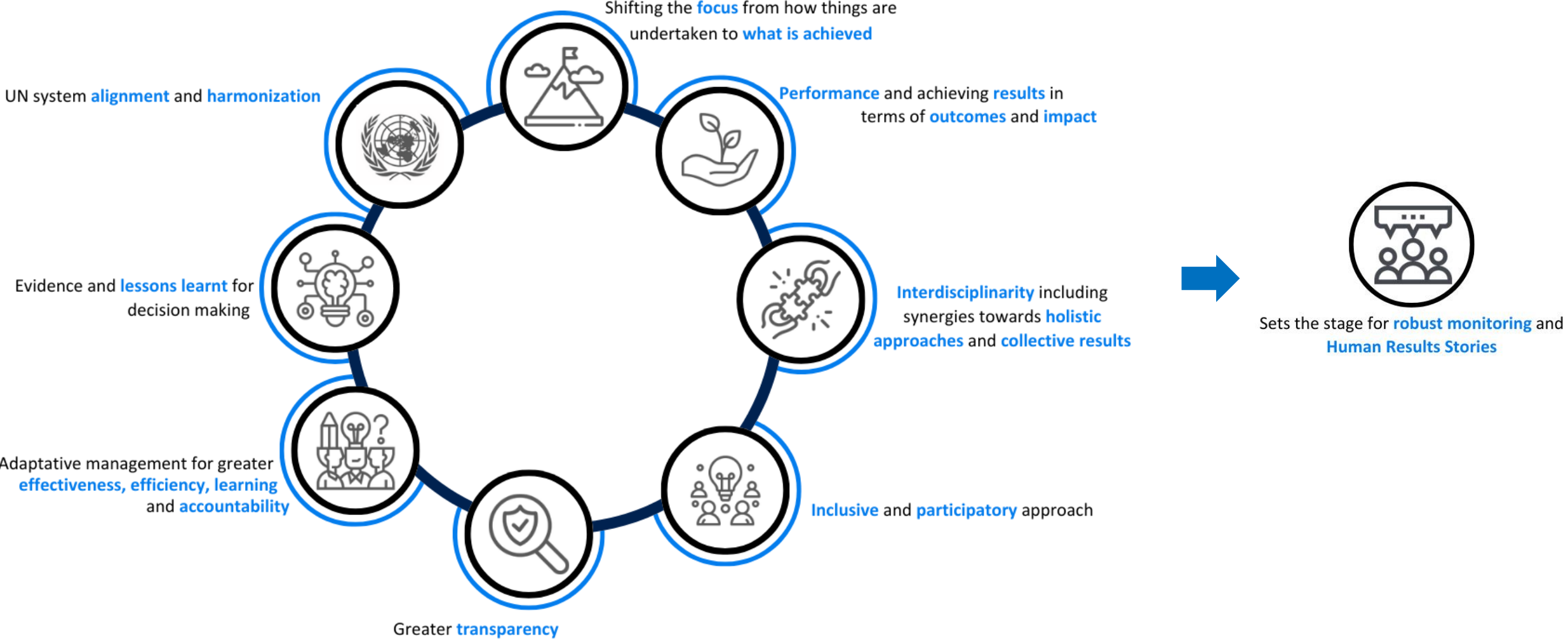
# UNIDO Organizational Theory of Change

## An actor-based, behavioral change contribution model

### Timeline

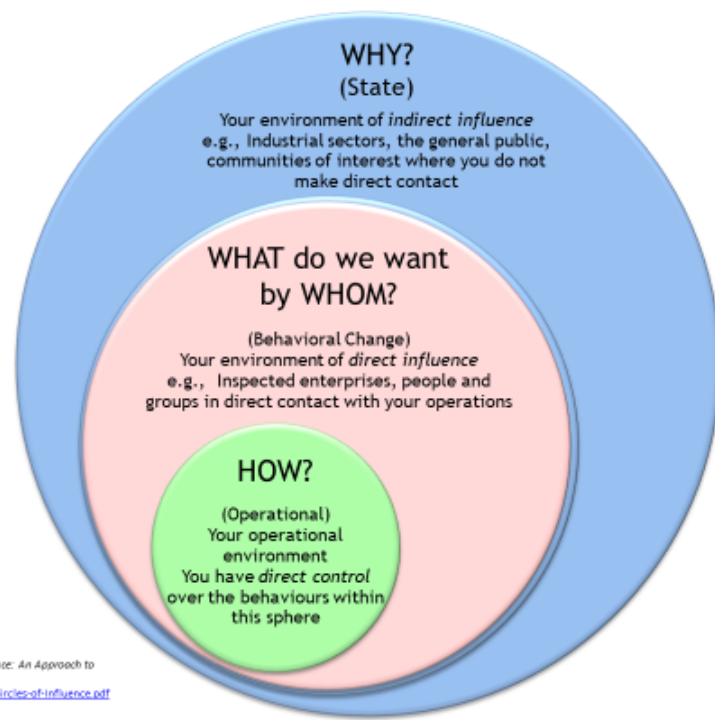


# Why RBM?



## Understanding the pathways to change

### Control vs. Influence: Spheres of Influence



Performance needs to be considered in terms of its differing spheres of influence. Actions in the operational sphere should directly lead to changes in targeted groups which should in turn affect the desired 'state'.

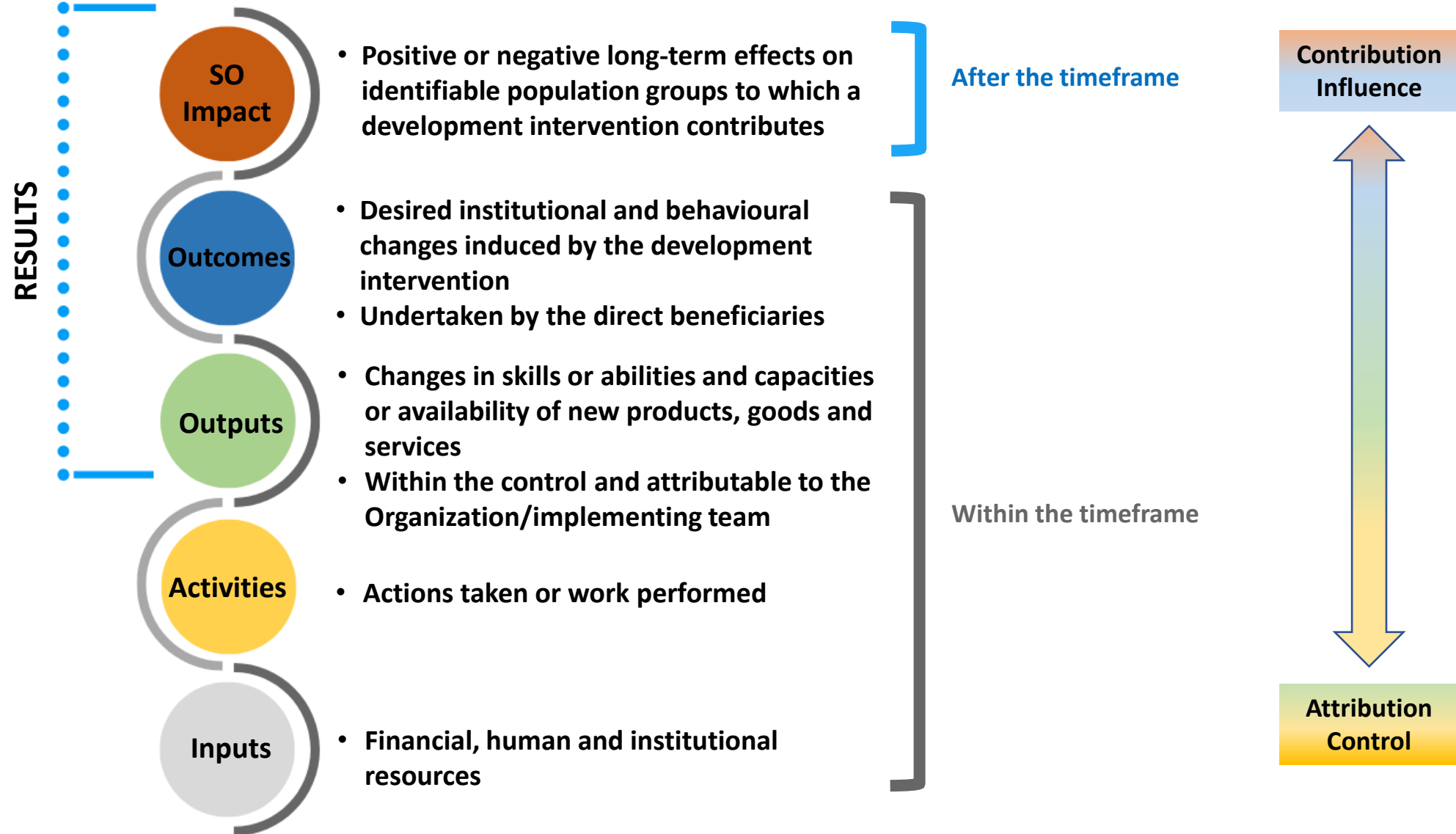
Source: S. Montague (2000). *Circles of Influence: An Approach to Structured, Succinct Strategy*  
<https://www.imn.net/wp-content/uploads/Circles-of-Influence.pdf>

### A Basic Results Chain With Key Questions



Source: Adapted for the Canadian Cancer Society by Steve Montague from Claude Bennett 1979. Taken from Michael Quinn Patton, *Utilization-Focused Evaluation: The New Century Text*, Thousand Oaks, California, 1997, p 235.

# Pathway of change





# Organizational Results

## Strategic Objective



**Beneficiaries as a whole + Long-term result to be achieved within 3-5 years after completion, Anchored in national development priorities, regional and international frameworks\***

→ World Population has quality, inclusive, affordable and safe access to Broadband services supporting sustainable global development towards the achievement of 2030 Agenda SDGs...

## Outcome

**Direct beneficiary group(s) actor of change + Desired change + Purpose**

→ Countries develop and implement strategies, policies and practices for digital inclusion, access and use telecommunications/ICTs towards quality, affordable and safe access to Broadband services for all

## Output

**Organization/implementing team actor of change (when required) + Direct beneficiary group(s) + Desired change + Purpose**

→ Enhanced ability of all countries to develop, access, implement ITU's international standards, recommendations, best practices and regulations towards implementations of digital inclusion, access and use policies and practices

## 6 key categories of outputs - Linking Results to Resources: Step 1 Output

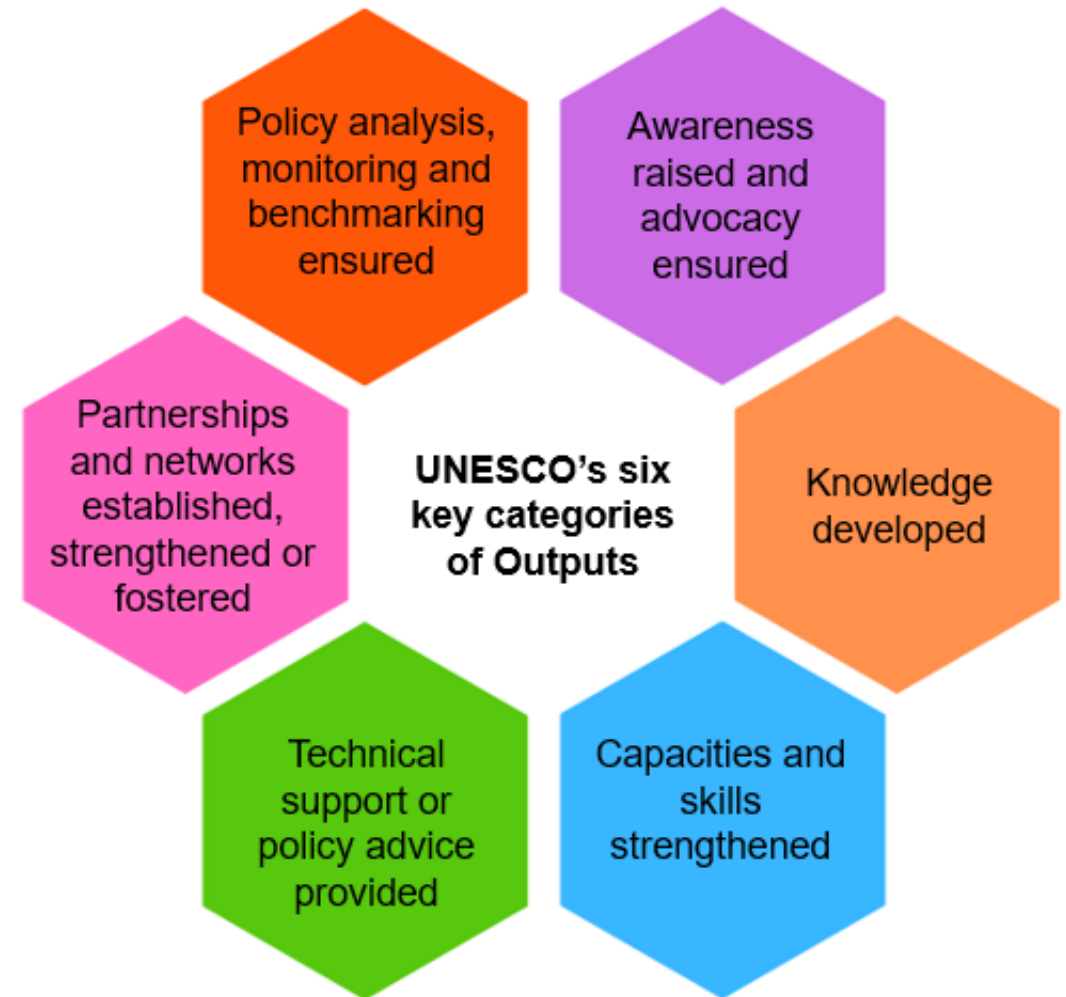
### Output

Change under control of ITU Secretariat (and partners) of Direct Beneficiaries to Desired Change by the Direct Beneficiaries towards Purpose

→ Capacities of Member States strengthened to implement inclusive policies to increase use of internet with a personal mobile and digital device towards sustainable livelihoods



For outputs encompassing several types of key categories (e.g. awareness, new knowledge and capacity strengthening) of equal importance, use 'Supported'.



# Organizational Results Performance indicators

## Strategic Objective PI

**Captures what the beneficiaries as a whole are to do differently and the long-term effects in the quality of life of identifiable population groups.**

- Often correspond to IADGs, including 2030 Agenda SDGs indicators, 2063 Agenda and global indexes, to which directly contribute
- Allows to anchor in International Frameworks, prioritise and integrate Priorities (GE, Youth)

➔ **Percentage of the world population covered by broadband services (SDG indicator 9.c.1 – ITU is custodian agency)**

## Outcome PI

**Captures what direct beneficiaries (e.g. Member States, Countries, key stakeholders, Institutions) will do differently and achieve within the Strategic Plan timeframe.**

- PIs allow to further focus and specify the Outcome statement

➔ **N° of supported countries that implement inclusive and gender-responsive, strategies, policies to increase use of internet with a personal mobile and digital device (disaggregated by: profile, geographical location)**

## Output PI

**Captures what the Implementing team (e.g. Organization Secretariat with its partners) is generating to support direct beneficiaries in achieving the Outcome (within the control and attributable to the implementing team).**

➔ **% of policy-makers empowered to enhance policy and regulatory frameworks for telecommunication/ICT connectivity, access, affordability and inclusion (disaggregated by: sex, age, profile, geographical location)**

# Integrated Results and Resources Framework (IRRF) - Linking Results and Resources Step 2: Output performance indicators



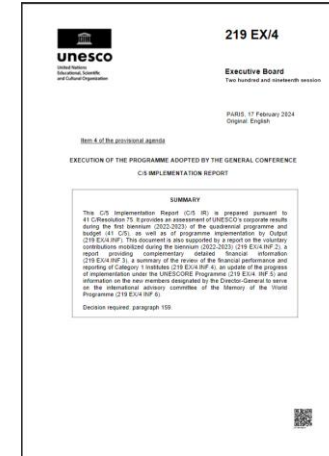
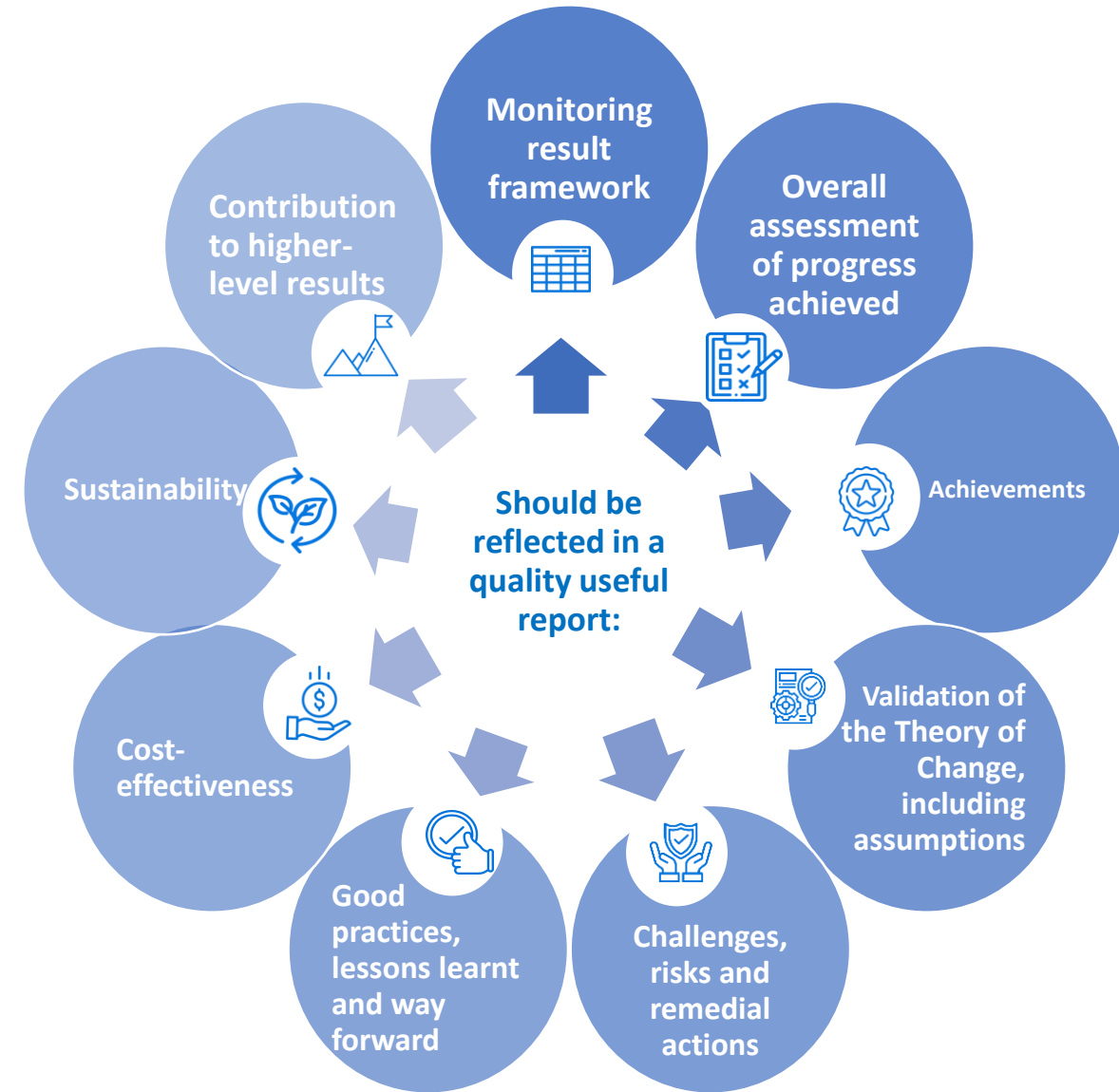
- 4 years programme - Results and PI for 4 years
- Target links 4 years Results to 2 years IBF Resources
- Authorisation of prioritised resource mobilisation
- Reviewed at least every 2 years
- Ensures ambitious and realistic Strategic Plan
- Frames work of all entities, including emerging initiatives
- Sets the stage for robust and quality evidenced-based results and resources Monitoring and Reporting

Quantitative and qualitative performance indicator (PI)	Baseline	Source	Milestones Year 1	Milestones Year 2	Target	IBF US\$
<b>Strategic Goal:</b> World Population has quality, inclusive, affordable and safe access to Broadband services supporting sustainable global development towards the achievement of 2030 Agenda SDGs ...						
Percentage of the world population covered by broadband services (SDG indicator 9.c.1 – ITU is custodian agency)						
<b>Outcome N° 1:</b> Countries develop and implement strategies, policies and practices for digital inclusion, access and use telecommunications/ICTs towards quality, affordable and safe access to Broadband services for all						
N° of supported countries that implement inclusive and gender-responsive, strategies, policies to increase use of internet with a personal a mobile and digital device (disaggregated by: profile, geographical location)						
<b>Output N°1:</b> Enhanced ability of all countries to develop, access, implement ITU's international standards, recommendations, best practices and regulations towards implementations of digital inclusion, access and use policies and practices						
% of policy-makers empowered to enhance policy and regulatory frameworks for telecommunication/ICT connectivity, access, affordability and inclusion (disaggregated by: sex, age, profile, geographical location)						

UNESCO Integrated Budget Framework (IBF): Assessed Contributions and voluntary contributions in hand as well as Resources to be mobilized and spent within the biennium



# Robust and quality evidenced-based results and resources Monitoring and Reporting – Learn and adapt Strategic Plan



## → Strategic Plan IRRF Monitoring and Reporting

- Annual Implementation Report on programmes execution  
=> **Assess, review, adapt**
- 4 years Strategic Results Report (builds on Evaluations, Audits and strong stakeholders consultations)  
=> **Also nurtures future MTS and Strategic Plan**

→ **Basis for analysis, learning, decision-making and adaptive management**

## Lessons learnt - Common Vision with different paths

- **Culture change:** progressive approach starting from vision and value – **Opportunity, not a tax**
- **Ownership and engagement** at all levels: reflecting on and demonstrating **value and use**
- **Embed SDGs and impact contribution narratives** into Organisational Results Framework
- **Beware of implementation pitfalls:** link to work plans and projects, and staff performance appraisal systems across the Organization and programmatic levels
- **Learning and adaptation** – Formal and ad hoc **reviews of Strategic Plan**, based on **Monitoring** and **Statutory Reports**
- **Defining and Communicating results:** human results stories supports positioning of Organization; **not only about indicators**
- **Cautious balance between oversimplification and over-complexifying** – Practical tools, for a harmonised and tailored application (e.g. [RBM Formulations Toolkit](#), Robust anchorage methodology, PI methodological notes)
- **Exchange and support participation** – **Common vision with different journeys** and levels of adoption and implementation across UNS entities, Member States, stakeholders, etc.



Thank you