



STRATEGIC PLANNING WORKSHOP
PRESENTATION BY UNESCO AND UNIDO

ITU Strategic Plan

Council Working Group for Strategic and Financial Plans

21/02/25

Insights from UNESCO and UNIDO
Strategic Planning and RBM Journeys

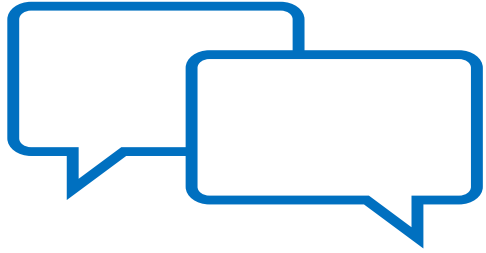
Othilie Louradour du Souich



Giuseppe De Simone

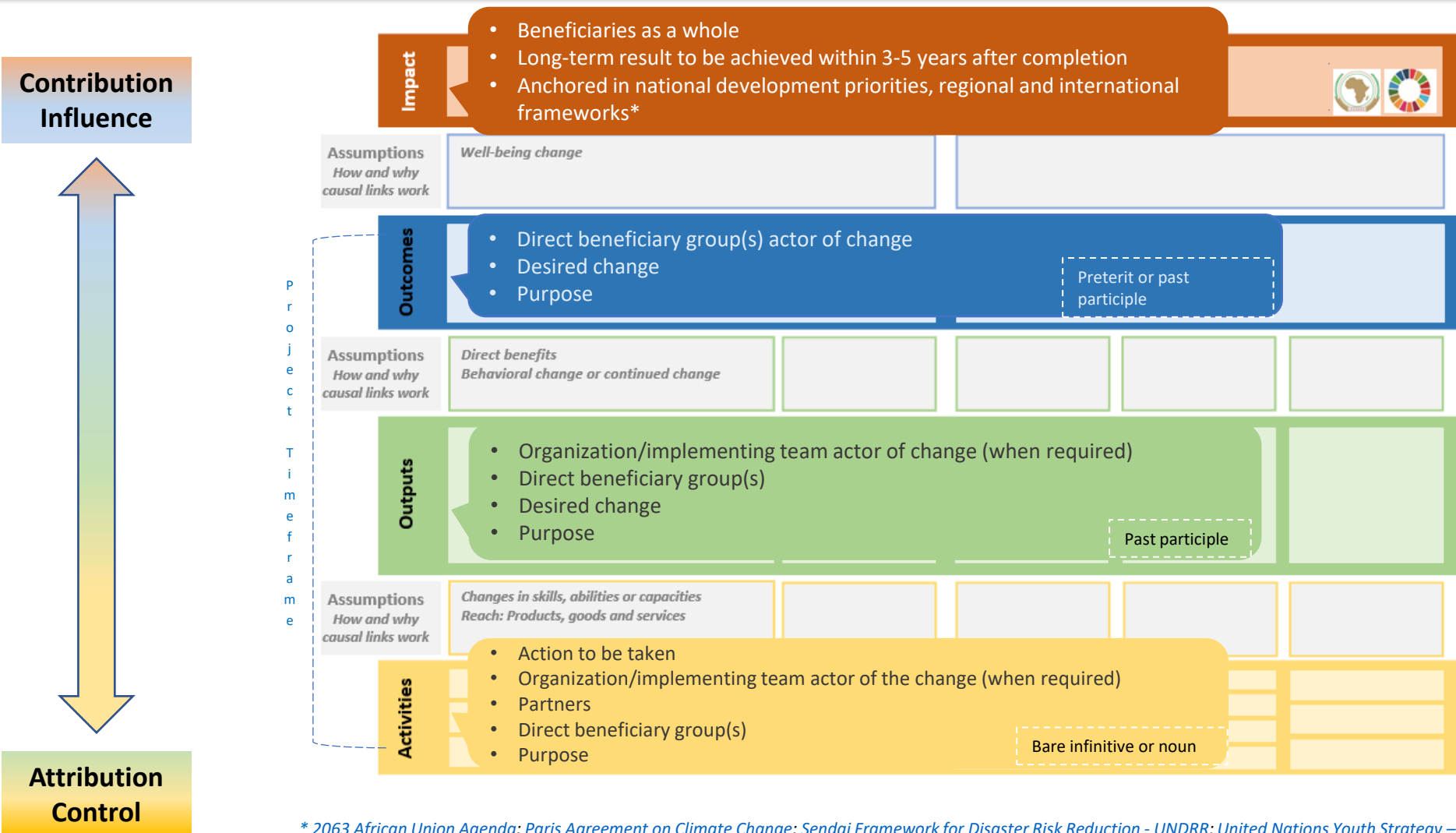


Menti interactivity 1 - Let's chat



What are the drivers for embedding RBM, including RBB, into ITU Strategic Planning?

Theory of Change (ToC) Diagram – Ensure common tool and understanding

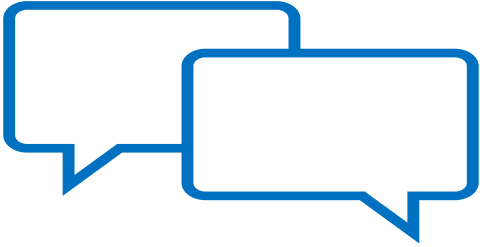


Capture ToC complexity

Several visualisation effects can be used to further highlight certain elements such as the actors (e.g. colours), multidimensional linkages and synergies (e.g. arrows) or different levels of importance (e.g. width of borders).

* [2063 African Union Agenda](#); [Paris Agreement on Climate Change](#); [Sendai Framework for Disaster Risk Reduction - UNDRR](#); [United Nations Youth Strategy – Youth 2030](#) and [World Programme of Action for Youth](#); [Small Island Development States \(SIDS\) ACCELERATED MODALITIES OF ACTION \(SAMOA\) Pathway](#); [Antigua and Barbuda Agenda for SIDS \(ABAS\)](#); [Istanbul programme of action for Least Developed Countries \(LDCs\)](#); [Doha Programme of Action for Least Developed Countries \(LDCs\)](#); [Vienna Programme of Action for the Landlocked Developing Countries \(LLDCs\)](#); [Addis Ababa Action Agenda](#); [Our Ocean, Our Future: Call for Action](#); [World Humanitarian Summit 2016 – Agenda for Humanity](#).

Menti Interactivity 2

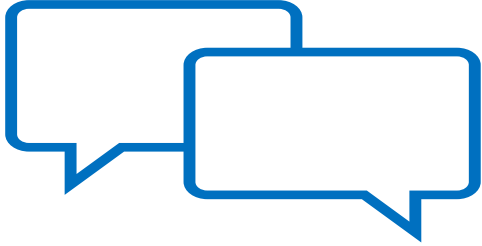


For each statement choose if it corresponds to a:

- **‘Strategic Objective’,**
- **‘Outcome’,**
- **‘Output’,**
- **‘Activity’**

(one choice)

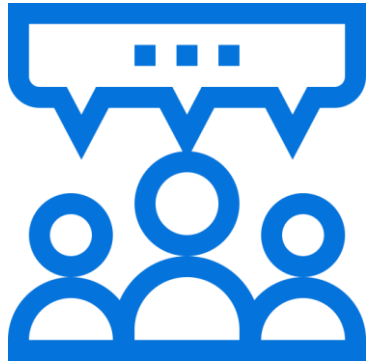
Menti Interactivity 3



**Output 2 statement ‘Policy frameworks and knowledge product’.
Select the components which are missing (multiple choice)**

Knowledge products **elaborated and conceptual frameworks updated to capture latest trends in the development of telecom, ICT and digital policy/legal/governance frameworks**

Plenary interactivity



Outcome 5.1 Conducive policy and regulatory environment for innovation and investment to drive social and economic growth (Thematic Priority 5 Outcome 1.1)

Conducive policy and regulatory environment for innovation and investment **adopted or implemented by supported countries** to drive social and economic growth (Thematic Priority 5 Outcome 1.1)

Plenary interactivity – What is missing?



Outcome 5.1: Conducive policy and regulatory environment for innovation and investment adopted or implemented by supported countries to drive social and economic growth (Thematic Priority 5 Outcome 1.1)		
Output 1: Global Symposium for Regulators fostered to exchange experiences and update set of regulatory best practices		
Output 2: Knowledge products elaborated and conceptual frameworks updated to capture latest trends in the development of telecom, ICT and digital policy/legal/governance frameworks		
Output 3: Capacity Development		
Output 4: Data and statistics		



Output 3: Capacity Development

Capacities of regulators and decision makers enhanced on improving regulatory maturity and towards conducive policy and regulatory environment for innovation and investment

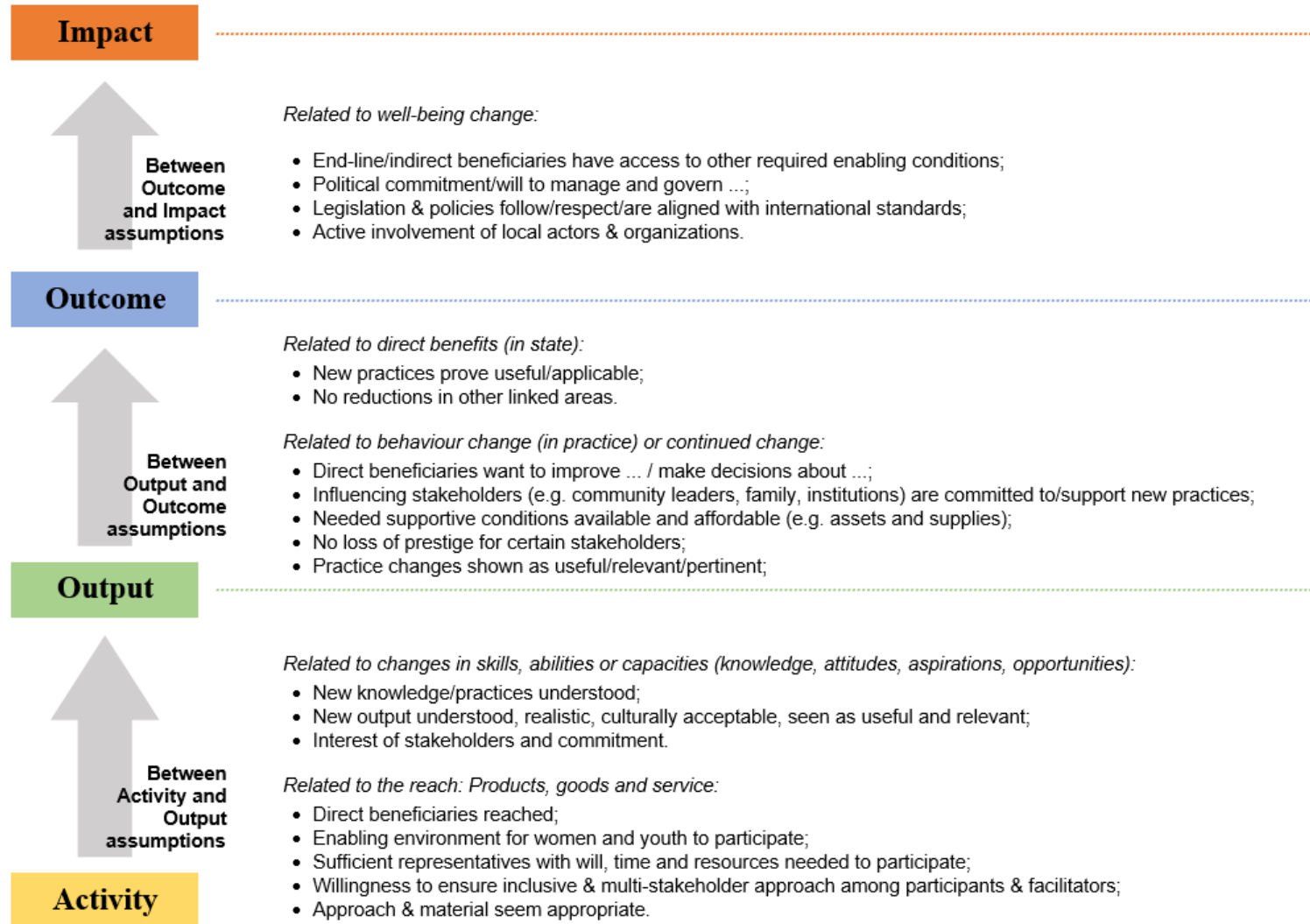
Impact	Universal connectivity				
Assumptions	-				
Outcome	5.1 Conducive policy and regulatory environment for innovation and investment adopted or implemented by supported countries to drive social and economic growth (Thematic Priority 5 Outcome 1.1)				5.5. Enhanced adoption of policies and strategies for the environmentally sustainable use of telecommunications/ICT
Assumptions	-	-	-	-	
Outputs	Output 1.1 Global Symposium for Regulators fostered to exchange experiences and update set of regulatory best practices	Output 1.2 Knowledge products elaborated and conceptual frameworks updated to capture latest trends in the development of telecom, ICT and digital policy/legal/governance frameworks	Output 1.3 Capacities of regulators and decision makers enhanced on improving regulatory maturity and towards conducive policy and regulatory environment for innovation and investment	Output 1.4 Data and statistics	Output 2.1
Assumptions	-	-	-	-	
Activities	1. Organization of the Global Symposium for regulators	1.	1. Delivery of specialized training courses	1.	
	2. Conducting compendium of good practices	2.	2.	2.	
	3.	3.	3.	3.	
	Quality assurance and monitoring	Quality assurance and monitoring	Quality assurance and monitoring		

Theory of Change (ToC) Assumptions

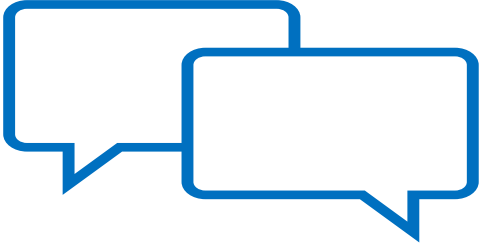
Assumptions

- ✓ **Necessary positive conditions** that allow for a successful cause-and-effect relationship between the activities and the different levels of results
- ✓ Stated in **positive language** and **contain stakeholders** (including rights-holders and duty-bearers where relevant)
- ✓ Usually not more than **3-4 between each level**, but it may vary depending on the project
- ✓ **Specific to two consecutive statements** to explicit their cause-and-effect relationship **rather than general**

Theory of Change (ToC) Assumptions



Menti Interactivity 4



Which one of the statements corresponds to an ‘Assumption’ between:

Output 3 ‘Capacities of regulators and decision makers enhanced on improving regulatory maturity towards conducive policy and regulatory environment for innovation and investment’ and Outcome 5.1 ‘Conducive policy and regulatory environment for innovation and investment adopted or implemented by supported countries to drive social and economic growth’ (one choice)

Difference between Assumptions and risks



Assumptions

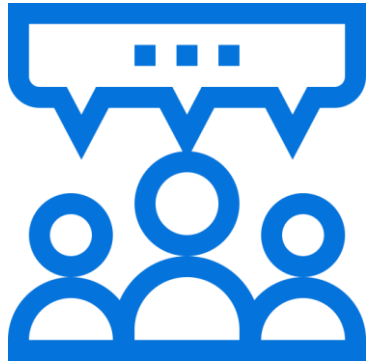
Necessary positive conditions that allow for a successful cause-and-effect relationship between the activities and the different levels of results.



Risks

Potential events that, if they materialize, may have a positive or negative impact on the achievement of UNESCO's results and strategic objectives. Risks can address, create or result in opportunities and threats. They are measured in terms of impact and likelihood.

Plenary interactivity



What key risks could keep regulators from adopting/implementing Conducive policy and regulatory environment for innovation and investment?



- **Iterative process**, to be contextualised
- Tool of **Prioritization**
- Be **as specific as possible** to provide clear pathway of change for all actors, with clear roles and responsibilities
 - ➔ **Mapping** actors in the system and ITU's role
- Varying levels of **responsibility/accountability** along the results levels (Output, Outcome, Strategic Objective)
- Jointly outputs support beneficiaries in undertaking change
- Rational of the ToC through the **Assumptions** (bottom-up)
- Difference between **organisational risks** and **project risks**

Results Framework (RF)

The **starting point** or the status of the performance indicator at the beginning
Cumulative vs comparative

A **measure** associated to a performance indicator to be **attained on an annual basis** with available resources
Cumulative vs comparative

+ additional column: costs

Quantitative and qualitative performance indicator (PI) (disaggregated by: sex, age)	Baseline	Source	Means of verification (Method)	Milestone Year 1	Milestone Year 2	Target	Assumptions
Impact:							
							N/A
PI 3.							
ACTIVITIES							
Activity N° 1:							
PI 1.							
PI 2.							
Activity N° 2:							
PI 1.							
PI 2.							
Activity N° 3: Quality assurance and monitoring							
PI 1.							
PI 2.							
Output N°2:							
PI 1.							
PI 2.							

A **unit of measurement** along a specified scale or dimension

Assessment measures
To specify the scope and qualitative dimensions of change that are implicit in the performance indicator, thereby ensuring clarity and consistency of measure

Source refers to the **data/information** and the **documents** where it is to be found

Means of verification refer to **methods** to collect data/information (persons, organizations)

A **measure** associated to a performance indicator to be **attained at the end a specific period** with available resources
Cumulative vs comparative

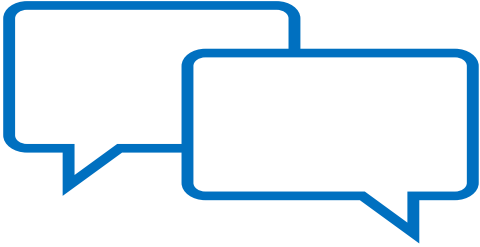
Data disaggregation:
Sex, age, dis/ability, income, race, ethnicity, migratory status, rights-holders/duty-bearers, groups left behind or at risk of being left behind or at risk of being left behind, profile, type, geographic location/area and other grounds where relevant



- Desk reviews
- Surveys
- Questionnaires
- Formal tests/assessments
- Case Studies
- Research (Literature Review)

- Interviews
- Consensus Panels
- Focus Groups
- Observations
- Spot-checking
- Action Plans
- ICT-based data collection

Menti Interactivity 5

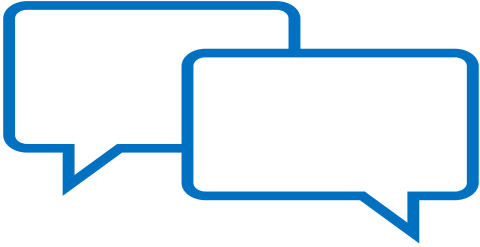


For each statement choose if it corresponds to a:

- **‘Performance indicator’,**
- **‘Means of verification’,**
- **‘Target’,**

(one choice)

Menti Interactivity 6



For each statement choose if it corresponds to a performance indicator of:

- **‘Strategic Objective’,**
- **‘Outcome’,**
- **‘Output’,**
- **‘Activity’**

(one choice)

Plenary interactivity



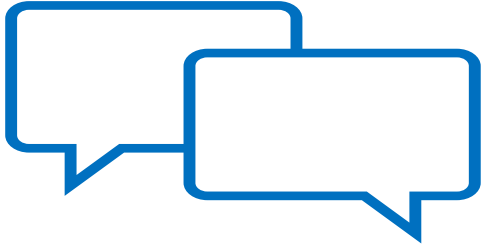
Output 1: [Global Symposium for Regulators](#) fostered to exchange experiences and update set of regulatory best practices

**PI 1. Percentage of regulators, experts and decision makers engaged in the Global Symposium providing best practices and insights on emerging trends/market shifts (disaggregated by: sex, age, profile, geographic location/area), assessed according to/
- Level of engagement: Consulted; Contributing; Partners; Leaders**

PI 2. Quality of best practices (e.g. N° of key issues addressed to...)

**Observations,
desk review of
forum record,
focus groups**

Menti Interactivity 7



Outcome performance indicator statement 'Number of countries advancing to the next generation of regulation and/or to a higher level of preparedness for digital transformation'

Select the components which are missing

(multiple choice)

Plenary interactivity



Outcome 5.1: Conducive policy and regulatory environment for innovation and investment **adopted or implemented by supported countries** to drive social and economic growth (Thematic Priority 5 Outcome 1.1)

PI 1. Number of countries advancing to the next generation of regulation and/or to a higher level of preparedness for digital transformation (G5)	G1: 8.3% G2: 26.9% G3: 25.9% G4: 38.9% G5: Limited: 17% Transitioning: 44% Advanced: 30% Leading: 9%	ITU G5 Benchmark			
PI 1. Proposed: Number of supported countries advancing to the next generation of regulation (G1-G4) and/or to a higher level of preparedness for digital transformation (G5) (disaggregated by: G1-G5 levels, geographic location/area), assessed according to: - Stage of progress: Limited, Transitioning, Advanced, Leading	G1: 8.3% G2: 26.9% G3: 25.9% G4: 38.9% G5: Limited: 17% Transitioning: 44% Advanced: 30% Leading: 9%	ITU G5 Benchmark	Surveys, desk reviews of regulations, focus groups		

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

➔ Number of supported countries advancing to the next generation of regulation and/or to a higher level of preparedness for digital transformation (disaggregated by: G1-G5 levels, geographic location/area), assessed according to: Stage of progress: Limited, Transitioning, Advanced, Leading

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).

➔ Percentage of regulators and decision makers with enhanced capacities on regulatory maturity and decision making to address latest trends/gaps (disaggregate by: sex, age, profile, geographic location/area)



- RBM approach applies to organizational and Sector/Thematic/programme or project level, but it does not serve the same purpose.
- Ensure **robust anchorage between programmatic levels** (further frame robust planning and sets the stage for evidenced-based monitoring)
- **Baselines is the status as of beginning of new cycle, i.e., 01/01/2028.** Accordingly, at UNESCO the baselines and targets provided in the Draft 'strategic plan' are **revised and published** at the beginning of the Programme and Budget.
- **Targets are defined for 2029 and 2031**, the latter being initially 'indicative'. Targets at Outcome level could be defined internally at first.
- **Triangulation** of sources and Means of verifications is crucial
- **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)

Integrated Results and Resources Framework (IRRF) - Linking Results and Resources



- ➔ 4 years programme - Results and PI for 4 years
- ➔ Target links 4 years Results to 2 years IBF Resources

Quantitative and qualitative performance indicator (PI)	Baseline	Source	Milestones Year 1	Milestones Year 2	Target	IBF US\$
Strategic Goal: 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)						
Outcome N° 1: 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)						
Output N°1: 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

IRRF - Linking Results and Resources Step 1: Costing key activities for sound Output Budget

Quantitative and qualitative performance indicator (PI)	Baseline	Source	Target 2031	IBF Resources (US\$)
Output 1: Global Symposium for Regulators fostered to exchange experiences and update set of regulatory best practices				
PI 1. Percentage of regulators, experts and decision makers engaged in the Global Symposium providing best practices and insights on emerging trends/market shifts (disaggregated by: sex, age, profile, geographic location/area), assessed according to/ - Level of engagement: Consulted; Contributing; Partners; Leaders			Observations, desk review of forum record, focus groups	Internal
PI 2. Quality of best practices (e.g. N° of key issues addressed to...)				
Activity 1: Organization of the Global Symposium for regulators				
PI 1.				
PI 2.				
Activity 2: Conducting compendium of good practices				
PI 1.				
PI 2.				
PI 3.				
Activity 3: Monitoring, Evaluation and Learning				
PI 1.				

IRRF - Linking Results and Resources Step 2: Output performance indicators

Quantitative and qualitative performance indicator (PI)	Baseline	Source	Target 2031	Resources (US\$)	
				In-hand (AC and VC)	To Mobilise
Output 1: Global Symposium for Regulators fostered to exchange experiences and update set of regulatory best practices					
PI 1. Percentage of regulators, experts and decision makers engaged in the Global Symposium providing best practices and insights on emerging trends/market shifts (disaggregated by: sex, age, profile, geographic location/area), assessed according to: - Level of engagement: Consulted; Contributing; Partners; Leaders			Observations, desk review of forum record, focus groups	Resources	
Activity 1: Organization of the Global Symposium for regulators					
PI 1.					
Activity 2: Conducting compendium of good practices					
PI 1.					
Activity 3: Monitoring, Evaluation and Learning					
PI 1.					
Output 3: Capacities of regulators and decision makers enhanced on improving regulatory maturity and towards conducive policy and regulatory environment for innovation and investment					
PI 1. Percentage of regulators and decision makers with enhanced capacities on regulatory maturity and decision making to address latest trends/gaps (disaggregate by: sex, age, profile, geographic location/area)			Pre/post questionnaire, focus groups		Resources
PI 2. Customized guidance and recommendations on regulatory maturity and decision making including over latest gaps (coverage of LDC vs Non-LDC needs)					Resources
Activity 1: Delivery of specialized training courses					

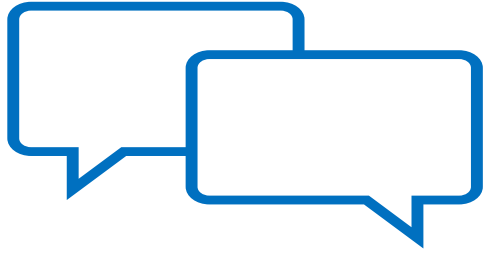
Internal

Salient points – Linking Resources to Results



- RBB part of RBM at Organisational, Sector/Programme and project level
- **4 years programme** - Results and PI for 4 years
- Target links **4 years Results to 2 years Budget** (IBF)
- 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 nuanced **Monitoring** and Reporting
- Cost of key activities allows to provide sound Output required budget
 - ➔ Internal, no key activities in Strategic/Financial Plan, Programme and Budget
- Overall IBF resources, but internally need to disaggregate for sound planning, budgeting and to set the stage for nuanced monitoring

Menti interactivity 9 - Let's chat



**What are the
pre-requisites
for successfully
linking
resources to
results?**

Quick wins

- Simplify the organizational framework – too many levels
- Review of SOs in next SP cycle
- Clarity could come from restructuring and streamlining outcomes
- Richness of data and related visualizations is an asset



Critical issues

- Address long lead times issue – SP 2028-2031 being discussed in 2024/2025 – to ensure relevance and flexibility/adaptability
- Address monitoring and evaluation functions as instrumental for evidence-based results and resource information, learning and decision-making.
- Ensure robust ToC and results chain for each sector as the basis for a robust organizational results chain highlighting each sector's contribution.
- Streamline planning framework between SP, Financial plan, biennial Budgets and Operational Plan.

Recommended next steps

- Difference/purpose between **Organizational** (elevate) and **Sector** or project levels
- **Provide the two perspectives** by Strategic Plan Organizational Results Chain and by Sectors (Strategic Plan: Results, Resources, Interdisciplinary work)
- **Robust anchorage** between Programmatic levels
- **Begin by Sector perspective** to ensure RBM approach with all required info (e.g. Key activity and results level, Performance indicators and targets, Resources broken down by 'in-hand' and 'to mobilise' at target level) then once each Sector clear go to **Organisational level**
- **Engage with and listen to everyone**, path that requires to reassure as when issues most probably an alert behind it; collective exercise, advance at adequate pace. Accept that takes time.
- **Harmonisation and not standardization** of results, key activities, performance indicators
- Have higher levels **champions** and middle level champions as well as MS (e.g., briefings and information meetings)

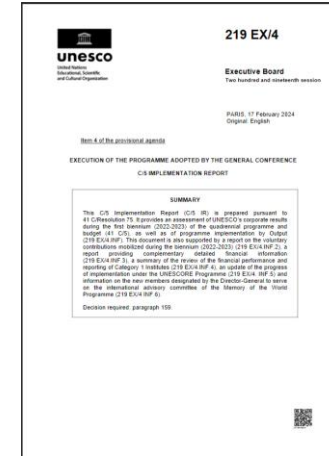
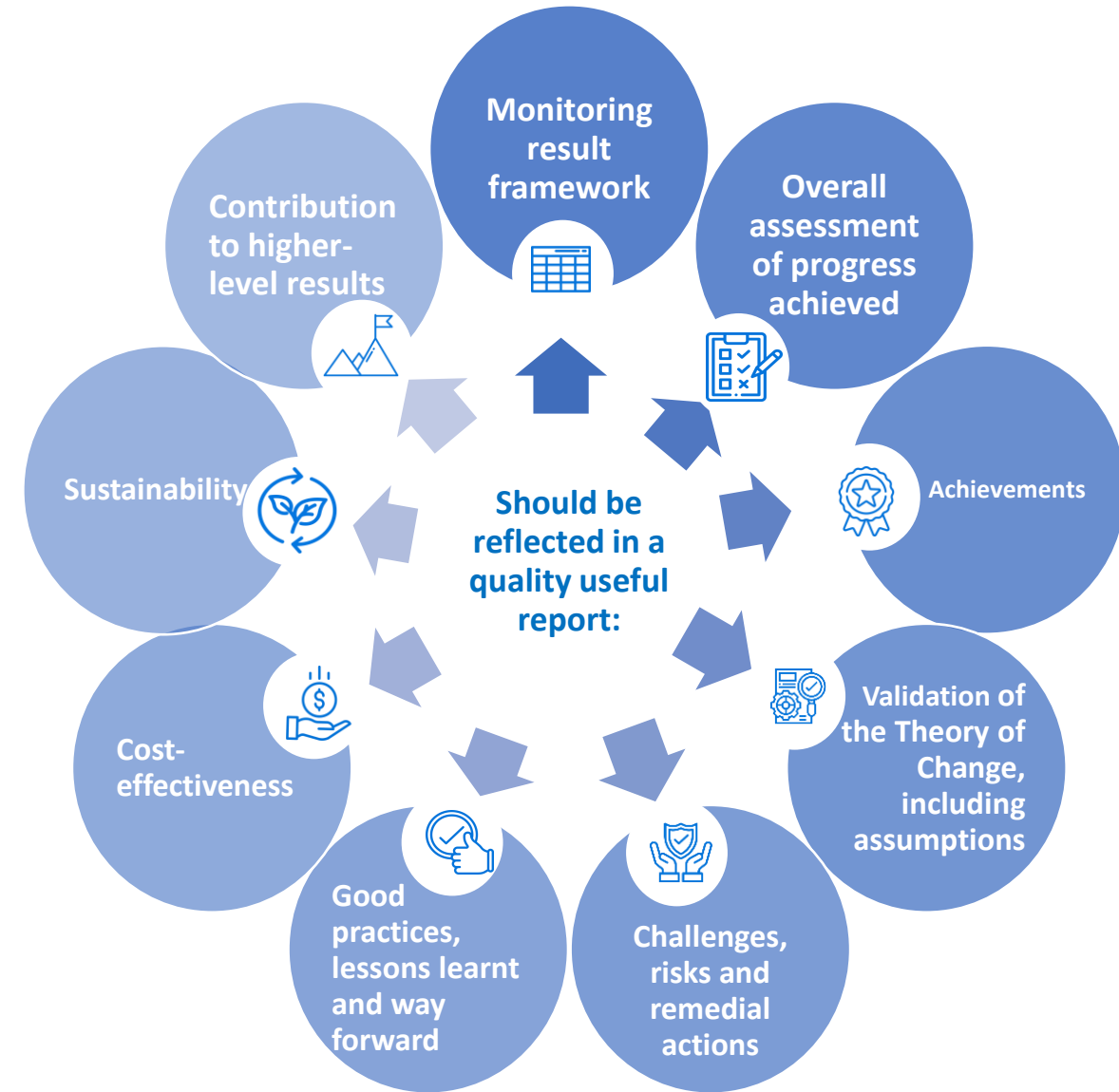


Lessons learnt - Common Vision with different paths

- **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, Evaluation** 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.



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**

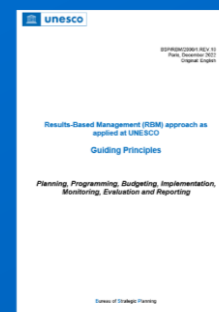
→ **Basis for analysis, learning, decision-making and adaptive management**

THANK YOU!

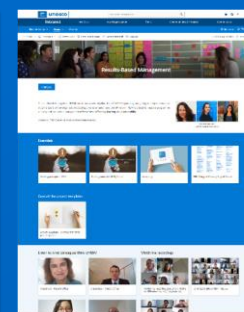
UNESCO's RBM resources



eLearning
(English) -
[MyLearning](#)



RBM Guiding
principles -
[UNESDOC](#)



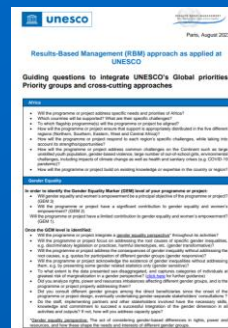
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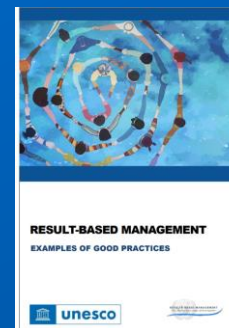
Programme/ Project
templates - [Intranet](#)



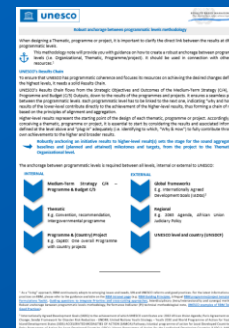
RBM
Formulations
toolkit - [Intranet](#)



Guiding questions to
integrate Priorities &
cross-cutting
approaches- [Intranet](#)



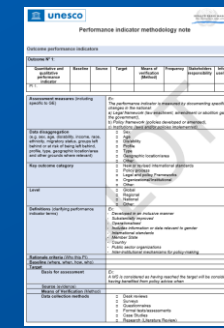
UNESCO examples of
RBM Good
Practices -
[Intranet](#)



Robust anchorage
methodology -
[Intranet](#)



*Interdisciplinary
methodological
note - upcoming*



*PI technical
methodological
note - upcoming*