



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

# SCALING UP UNIDO'S TECHNICAL ASSISTANCE, WHILE RAISING OPERATIONAL EFFICIENCY



This paper provides additional information to the Programmes and Budget document 2020-2021, and describes some of the flagship programmes UNIDO intends to develop and implement over the next biennium.



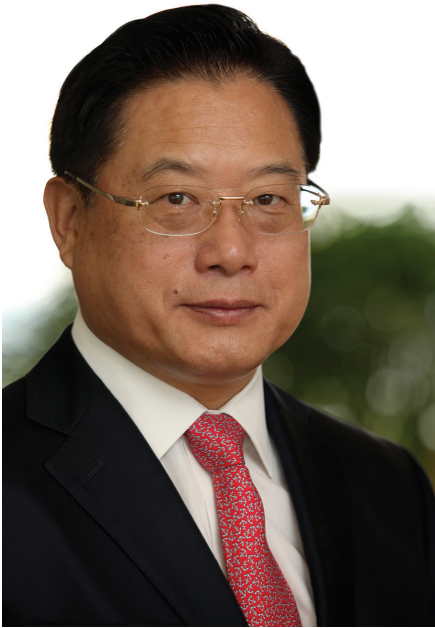


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## FOREWORD



The United Nations Industrial Development Organization (UNIDO) supports Member States not just in the general field of industrialization, but in industrial development that reduces its environmental footprint and allows for the creation of decent jobs and income for all. We call this inclusive and sustainable industrial development.

By placing the entire Sustainable Development Goals (SDGs) agenda as the overall global development objective of our work, and aligning it along the following four priorities: creating shared prosperity; advancing economic competitiveness; safeguarding the environment; and strengthening knowledge and institutions, we look beyond the achievement of SDG 9, which focuses on industry, innovation and infrastructure.

UNIDO's medium-term programme framework (MTPF) 2018-2021 continues to provide strategic guidance for the Organization, helping increase the impact of our services.

The MTPF integrates all levels of our organizational performance and development results – from the management of our internal operations to the progress towards the SDGs.

Our current corporate priorities include upscaling the impact of UNIDO's activities; reducing operating costs; and developing innovative partnerships. Better results, lower cost, new partners are the guiding principles of our work today. This approach has inspired a range of improvements, large and small, across the Organization.

Responding to the growing demand for support to achieve inclusive and sustainable industrial development, UNIDO has stepped up its technical cooperation (TC) delivery, providing advice on industrial policies, enhancing local productive capacities, advancing economic competitiveness, and promoting the diffusion of environmentally sound technologies. We partner with the public and private sector to mobilize resources and implement industrialization plans.

We are increasingly implementing larger programmes and projects with a view to increasing our impact and cost efficiency.

Technical cooperation lies at the core of our service delivery, both in terms of resource allocation and in terms of value created for Member States, and is strongly backed by donors.

Our technical cooperation programme has, among other matters, streamlined procedures; introduced the extensive use of online processes; the expansion, wherever warranted, of the New Business Model marking a delegation of execution tasks to project-funded entities; and optimized technical cooperation resources through specialization along the technical cooperation cycle. These reforms are driven by the result-based principles that underscore the MTPF 2018-2021 and the integrated results and performance framework.

One significant contribution to our corporate priorities and the SDGs is the move from projects to broader thematic programmes in the design of our technical cooperation and in our interaction with donors.

UNIDO is currently running a portfolio of about 700 projects of an average value of about USD 2 million. The cost of these projects is met almost entirely by voluntary contributions, currently negotiated on a project-by-project basis. This means, in effect, some 700 funding agreements negotiated with our donors: the fragmentation results in high transaction costs for both parties, and inhibits the cross-fertilization of experience from one project to another.

Broader thematic programmes augment technical services with policy advice, facilitate the exchange of best practices across countries and shape evidence-based normative guidance for wider impact.

They build on the longstanding trust between UNIDO and donors around specific services and support the Organization's efforts to raise impact while reducing costs.

This publication outlines thematic programmes aligned to the structure of the current MTPF and the Programmes and Budget document. The programmes target specific SDGs highlighted in graphic form under their title, using the conversion matrix underpinning the SDG map posted on the Open Data Platform<sup>1</sup>. Target countries and budgets are indicative only. The compilation is by no means exhaustive but conveys a comprehensive overview of initiatives planned for the biennium 2020-2021 and beyond.



LI Yong

Director General

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1. <https://open.unido.org/>



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