



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

# UNIDO's medium-term programme framework 2018–2021

## From strategy to action



INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

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# Our vision

**Industrialization has lifted hundreds of millions of people out of poverty by providing them with jobs and an income.** In the past decades, we have also observed how globalized markets and trade have been beneficial to several countries and regions by introducing new goods and encouraging productive activities. Innovation and infrastructure development also bring technological advances and connectivity, which can further increase productivity and lead to inclusive and sustainable economic growth.

**Yet progress has been uneven and many people remain poor, particularly in areas where industrialization levels are low.** One in five people in developing regions still live on less than 1.25 USD a day. At the same time, environmental degradation and climate change urgently require further action. These global developments highlight that **a strong impetus to advance inclusive and sustainable industrial development is key to reduce poverty and achieve other development goals.**

Today's global development agenda recognizes the importance of these issues. The momentum in favour of inclusive and sustainable industrial development (ISID) to eliminate absolute poverty is reflected in the 2013 Lima Declaration, in which UNIDO Member States renewed their mandate for the Organization: the eradication of poverty through inclusive and sustainable industrial development.

This vision is echoed and amplified by the global mandate received by the 2030 Agenda for Sustainable Development, which recognizes inclusive and sustainable industrialization as a major driver for sustainable development, and places it at the core of Sustainable Development Goal (SDG) 9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".

The impact of inclusive and sustainable industrial development goes beyond SDG 9 and is critical also to achieve other SDGs. ISID enables sustained economic growth and the creation of decent jobs and income. It thus aids reducing poverty, hunger and inequalities, while improving health and well-being. ISID also helps increasing resource and energy efficiency and reducing greenhouse gas and other polluting emissions, including from chemicals.

ISID is made possible by – and in turn reinforces – the alignment of public and private investments, policy and regulatory frameworks, as well as inclusive approaches to economic development. As such, ISID provides one of the most effective platforms for a renewed partnership for development.

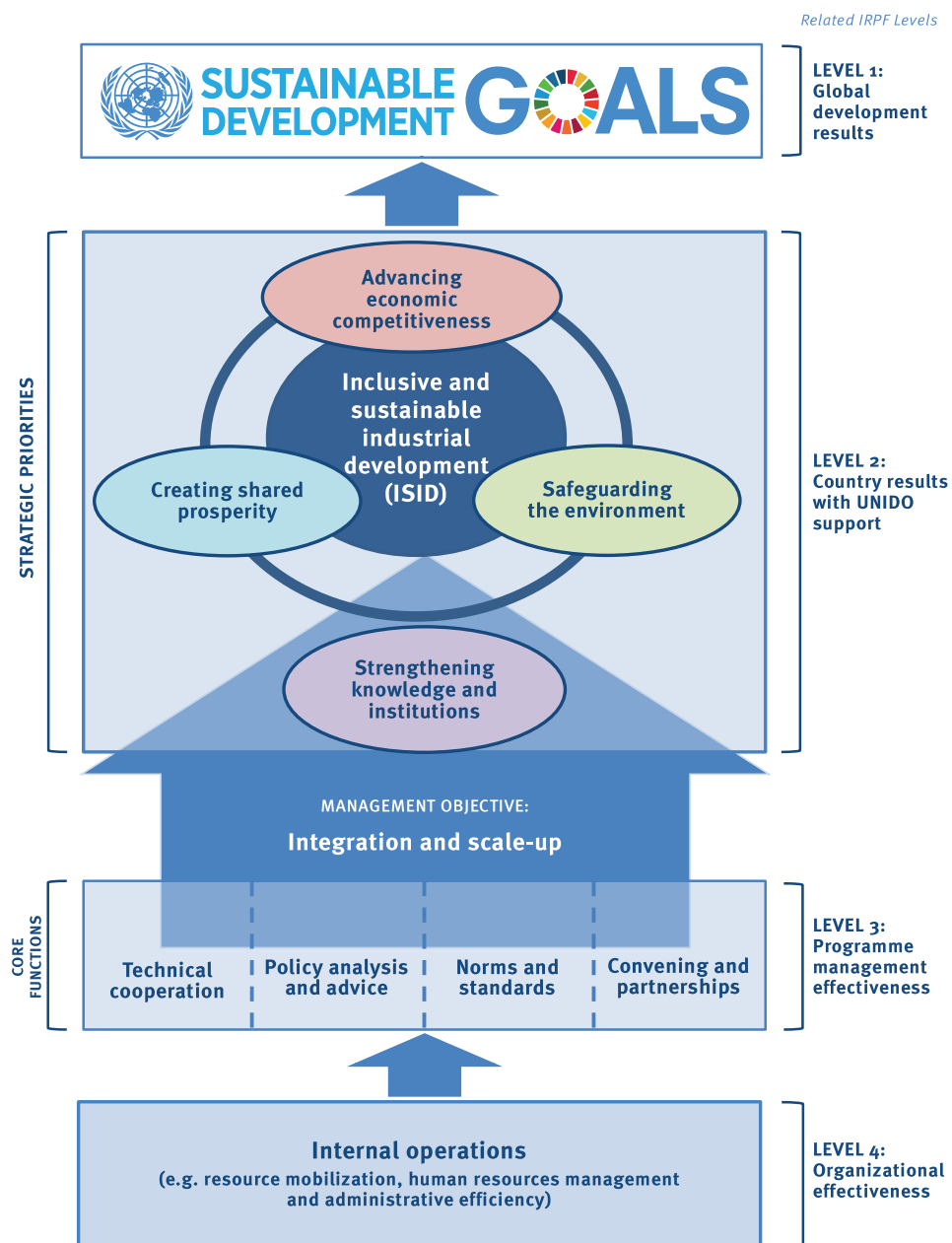
**Responding to the growing demand for support to achieve inclusive and sustainable industrial development, at UNIDO we have stepped up to the task.** We support countries by providing advice on industrial policies, enhancing local productive capacities, advancing economic competitiveness, and promoting the diffusion of environmentally sound technologies. We also partner with the public and private sector to mobilize resources and implement industrialization plans.

Against this background, our strategic plan at UNIDO – the medium-term programme framework (MTPF) 2018-2021 – represents the basis for planning and managing our activities. The MTPF responds to the growing demand for our services and for an effective and successful partnership with Member States, traditional and new donors, United Nations entities, and other stakeholders.

# What you need to know about UNIDO's MTPF 2018-2021

The **medium-term programme framework (MTPF) 2018-2021** provides strategic guidance for UNIDO to continue increasing the impact of our services. In doing so, the MTPF integrates all levels of our organizational performance and development results – from the management of our internal operations to the progress towards the Sustainable Development Goals.

The figure below visualizes our strategic framework as outlined in the MTPF 2018-2021. The different components of this framework are explained thereafter.



## Our contribution

At UNIDO, we do not support just *any* industrialization, but an industrial development that reduces its environmental footprint and supports the creation of decent jobs and income for all.

UNIDO's strategic framework thus reflects that our mandate to support countries in achieving

inclusive and sustainable industrial development goes beyond the achievement of SDG 9 on industry, industrialization and innovation. It does so by placing the entire SDG agenda as overall global development objective of our work (see Figure 1) and by integrating the three dimensions of sustainable development at the center of our strategy.

## Our strategic priorities

**UNIDO's work is aligned along the following four strategic priorities** (see Figure 1):

### i. Creating shared prosperity

We recognize that industrial and economic policies need to be designed in an inclusive manner, that distributes benefits in an inclusive way. Social inclusiveness and poverty eradication are prerequisites for shared prosperity. We support building productive capacities in an inclusive manner and aim to achieve equal opportunities for women and men, as well as for youth and across social groups.

### ii. Advancing economic competitiveness

Inclusive and sustainable industrialization and sustained economic growth are critical for achieving the SDGs. We aim to make economies more competitive by building trade capacities in industries, as a seedbed for entrepreneurship, business investment, and innovation. Our goal is also to ensure that all countries benefit from international trade and technological progress, especially through the implementation of modern industrial policies and compliance with international standards and norms.

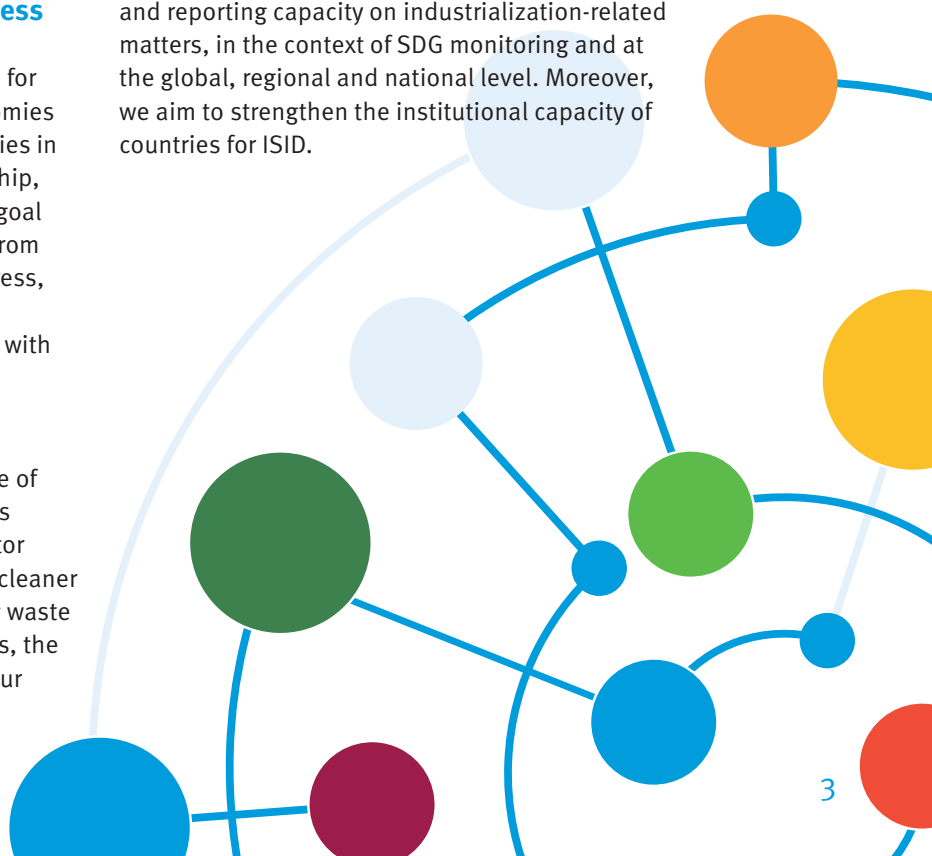
### iii. Safeguarding the environment

Environmental sustainability lies at the core of our ISID vision. We support green industries by building institutional and industrial sector capacity related to resource efficiency and cleaner production technologies, and by improving waste management. With the help of governments, the private sector and ultimately all citizens, our

efforts will facilitate the transition to a circular economy.

### iv. Strengthening knowledge and institutions

We aim to provide a comprehensive approach to country support by integrating our work across our services. We support advancing the technical, policy and normative knowledge base and strengthening the institutional capacity for ISID. We also support building the analytical, statistical and reporting capacity on industrialization-related matters, in the context of SDG monitoring and at the global, regional and national level. Moreover, we aim to strengthen the institutional capacity of countries for ISID.



# How we help

**UNIDO carries out four interlinked core functions** (see Figure 1):

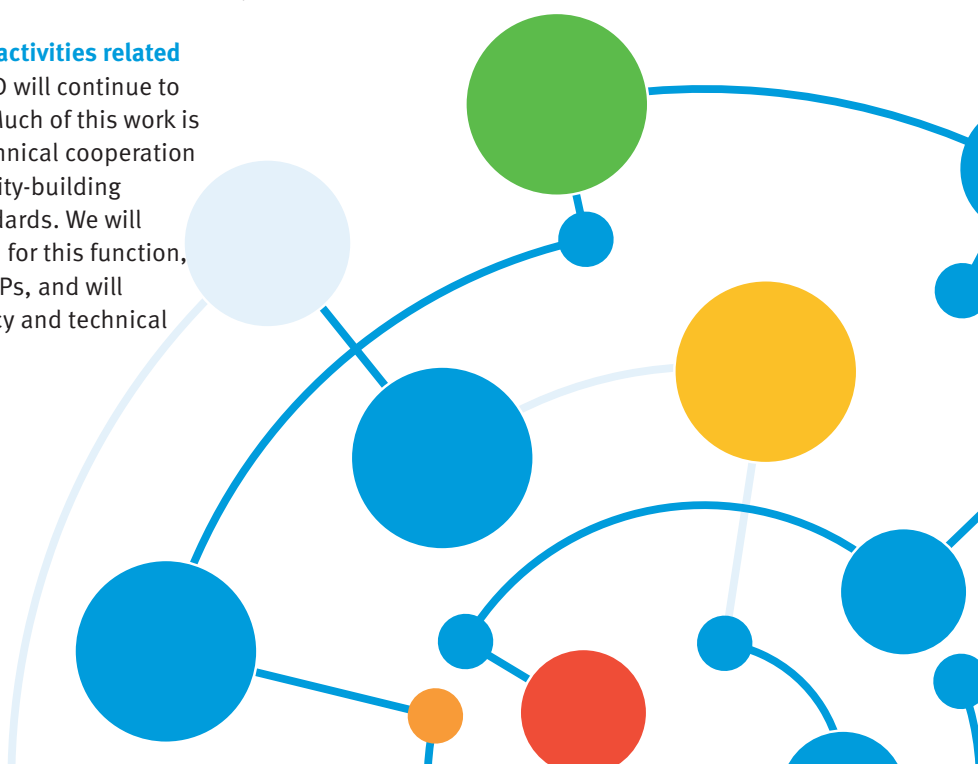
**i. The technical cooperation function** lies at the centre of our service delivery, both in terms of resource allocation and in terms of value created for Member States. Technical cooperation programmes and projects will continue to represent the bulk of our work for the years to come, as confirmed by the increasing demand we receive. We are increasingly implementing larger programmes and projects to increase our impact and cost efficiency, and to effectively link our technical assistance with the policy and normative dimension.

**ii. The analytical and research function, and policy advisory services** are quintessential to assist governments in formulating, implementing and monitoring policies to realize ISID. We will continue to support countries by generating and disseminating knowledge on ISID, including via the production and dissemination of industrial statistics within the framework of the sustainable development goals (SDGs). This will allow for better strategies to achieve industry-related SDGs. Our Programme for Country Partnerships (PCPs) is a best practice in integrating policy advice and technical cooperation.

**iii. The normative function and activities related to standards and quality** on ISID will continue to be a key pillar of our services. Much of this work is carried out in the context of technical cooperation activities related to trade capacity-building and compliance to quality standards. We will respond to the growing demand for this function, for example in the context of PCPs, and will further integrate it into our policy and technical cooperation activities.

**iv. The convening function and partnerships** for large-scale investment, knowledge and technology transfer, networking, and industrial cooperation is another key pillar of our work. We will continue to prioritize multi-stakeholder partnerships to support the implementation of ISID, in line with our convening function. In addition, we will contribute to strengthening knowledge and institutions associated with partnerships at the global, regional and national level. We will also foster a continuous and expanding engagement with the private sector, given its role in driving economic growth, generating and transferring knowledge and technologies, and creating jobs. Through these partnerships, we raise the impact of our services by leveraging resources from the private and public sector, development finance institutions, investment funds, and other relevant external partners around shared ISID objectives, resources and accountability.

These four functions are complementary. We aim to maximize our impact by further integrating these functions in a comprehensive assistance package.



## Maximizing our impact

**Our objective for the next four years is to attain greater integration and scale-up.**

To achieve integration, we seek to further integrate our four strategic priorities in our work. This involves harnessing synergies and reducing trade-offs among them. We also prioritize programmes which integrate the technical cooperation, policy, normative, and convening dimensions of our work.

To achieve scale up, we prioritize programmes which are larger in size. We also recognize that the increased integration of our priorities and functions will lead to a greater contribution of our activities to the SDGs, and thereby a scaled-up development impact of our services.

## An efficient and effective Organization

The effective and efficient management of internal operations is instrumental for the successful delivery of our work, and hence the achievement of development results at the global, regional and country level (see Figure 1). These operations include the management of human resources, resource mobilization, procurement, financial services, information technology, communication, as well as the effective management of our external relations services.

**We will continue to make every effort to increase the efficiency, effectiveness, accountability and transparency of our operations in order to maximize the impact of our activities.** We will also continue to align our management and operational mechanisms with those of the United Nations system and fully participate in all system-wide coordination mechanisms.

## Our commitment to transparency and accountability

**UNIDO is fully committed to transparency and accountability.** Our new strategic framework maintains and furthers our commitment to accountability and results-based management: the MTPF 2018-2021 fully integrates our integrated results and performance framework (IRPF) by establishing a direct link to each level of the IRPF (see Figure 1).

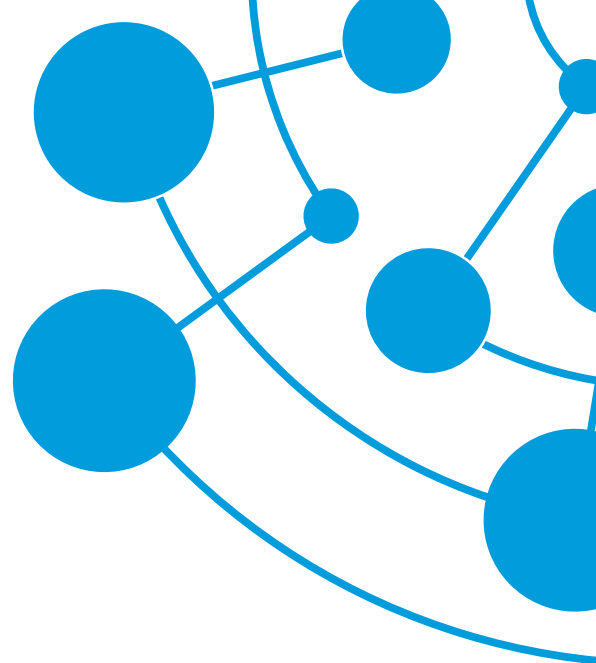
The IRPF follows a two-tiered approach, with two levels each. The first tier (“Development Results”) describes our expected contribution to development results based on the 2030 Agenda

and the Lima Declaration at the global, regional and national level. The second tier (“Organizational Performance”) monitors our organizational performance. Its two levels monitor the effectiveness of our programmes and projects, and of our internal operations. For each of the four levels, the IRPF proposes a set of indicators that enable us to effectively monitor and report. These indicators are published on a corporate scorecard, which we review and update periodically on UNIDO’s Open Data Platform ([open.unido.org](https://open.unido.org)) and in our Annual Report.



For more information on UNIDO's MTPF 2018-2021, please consult <http://www.unido.org/mtpf-pdf>.

For detailed information on UNIDO's programmes and projects, and regular updates on the IRPF, please consult [open.unido.org](http://open.unido.org).



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