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**Managing for results: Update on the
implementation of the medium-term programme
framework, 2022–2025**

Managing for Results: Update on the implementation of the medium-term programme framework, 2022–2025

Report by the Director General

The present report provides an update on recent developments concerning the Organization's integrated results performance framework (IRPF), which is the backbone of the medium-term programme framework (MTPF), 2022–2025. This report complements a series of documents on this topic, including the most recent note by the Secretariat on the implementation of the IRPF, presented in document GC.19/CRP.10.

I. Background

1. Through decision GC.15/Dec.17, the General Conference requested the Director General to submit from 2015 onwards, on a quadrennial basis, to the Board in the second year of the biennium, through the Programme and Budget Committee, a draft medium-term programme framework (MTPF) for four years. The Board, through decision IDB.44/Dec.10, requested an updated MTPF for the period 2018–2021 (IDB.45/8/Add.2 and IDB.45/8/Add.2/Corr.1), including an IRPF with baseline and target values.
2. In line with the four-year horizon established by GC.15/Dec.17, a proposal by the Director General for the medium-term programme framework 2022–2025 (IDB.49/8) was submitted to the forty-ninth session of the Industrial Development Board through the thirty-seventh session of the Programme and Budget Committee.
3. The MTPF 2022–2025 further strengthens the implementation of the IRPF, building on the advancements in results reporting driven by the MTPF 2018–2021. The progress achieved, which was comprehensively detailed in GC.19/CRP.10, includes the continuous development of guidance, tools, templates and

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capacity-building initiatives, as well as the integration of the IRPF into UNIDO's enterprise resource planning system.

II. Update on the implementation of the medium-term programme framework, 2022–2025, as it relates to managing for results

4. With the operationalization of the MTPF 2022–2025, the application of the IRPF enables evidence-based decision-making in the Organization's strategic planning processes. The IRPF provides the backbone for the alignment of the MTPF, the inaugural results-based programme and budgets, 2022–2023 (IDB.49/5-PBC.37/5) and, in the future, organizational workplans and annual reports.

5. Using the IRPF as a guide to the Organization's risk taxonomy, online training course featuring concepts and practices for results-based and risk management were rolled out, elucidating the inter-dependency between risk and results in UNIDO. Reviewed and accredited by the Institute of Risk Management, the risk course was delivered to the Organization's network of Risk and Results Focal Points (RRFPs) established in April 2021, which comprises over 30 staff members from across UNIDO. A results course also took place. Internal capacity building such as this initiative enhances the role of the RRFPs in supporting the coherent uptake of quality assurance, results-based management and risk management across the Organization.

6. As a result of their enhanced knowledge of the IRPF, the RRFPs have contributed to the progressive improvement of UNIDO's results reporting. In 2021, compliance data shows that more projects reported on at least one indicator compared to the previous year, increasing the number of such projects from 333 to 532 in 2020.

7. Through the IRPF, which provides an integrated set of results areas and associated indicators across the results chain, UNIDO is able to analyse the data collected from its programmes and projects to demonstrate how its performance and results contribute to the advancement of inclusive and sustainable industrial development (ISID), and the goals and indicators of the 2030 Agenda for Sustainable Development. The IRPF annex to the *Annual Report of UNIDO 2021* presents the UNIDO performance narrative, including its contribution to the Sustainable Development Goal (SDG) indicators.

8. The implementation of the IRPF has also enabled UNIDO to contribute to the United Nations system-wide effort on results reporting. In 2018, the General Assembly requested the United Nations development system through resolution 72/279 paragraph 28(a) "to provide annual reporting on system-wide support to the Sustainable Development Goals and present aggregated information on system-wide results by 2021".

9. UNIDO responded to this call and joined an inter-agency team, coordinated and led by the United Nations Development Coordination Office (DCO), and comprising 19 other United Nations entities, to draw on its work and results from the implementation of the IRPF. UNIDO's participation in this exercise will support the participation and integration of the Organization's results reporting at the country level, as the DCO-led UNINFO is being increasingly utilized as the United Nations Sustainable Development Group's system-wide reporting tool.

10. By participating in this inter-agency group, UNIDO is able to showcase its actor-based behaviour change results framework and theory of change, which provide a clear development pathway for UNIDO towards ISID; maintain a good engagement with DCO on results reporting; and make its work visible at the United Nations development system level. This is significant, considering that UNIDO is one of the few United Nations agencies that has the mandate and the ability to contribute to the economic dimension of sustainable development, and that can show demonstrable inclusive and sustainable industrial development results. The results are anticipated

to be reported to the Economic and Social Council (ECOSOC) at its next operational activities for development segment in May 2022.

III. Looking ahead

11. Moving forward, UNIDO will build on the achievements made thus far, and will continue efforts to improve data coverage and quality in the different results levels, in particular with regard to outcome- and impact-level data. The progress made by UNIDO in this area of work is presented in the *Annual Report of UNIDO 2021*.

12. The further strengthening of the Organization's results-based management culture, and of the IRPF, will be important and necessary as UNIDO operationalizes its first results-based budget, the programme and budgets, 2022–2023. The introduction of a results-based budget requires a significant shift in mindset and organizational culture regarding the use of resources in UNIDO. The future progress in the implementation of the IRPF will help scale up UNIDO's contribution to ISID and the SDGs.

IV. Action required of the Committee

13. The Committee may wish to take note of the information contained in the present document.
