STRATEGIC PLAN

2025-2027

UN TECHNOLOGY

UNITED NATIONS TECHNOLOGY BANK
FOR LEAST DEVELOPED COUNTRIES

1. INTRODUCTION

The United Nations Technology Bank for Least Developed Countries (UNTB) is the United Nations entity dedicated to enhancing the contribution of science, technology and innovation for sustainable development in the world's 44 least developed countries (LDCs). Established in 2016, through resolution 71/251 of the United Nations General Assembly, and having begun operations in in 2018, the UNTB works alongside national, regional and global partners to deliver programmes that boost technological capacity and help accelerate development in LDCs.

OUR MANDATE

The mandate of the UNTB is defined in its charter and places the UNTB at the centre of the LDCs' efforts to advance their science, technology and innovation (STI) capacities through technology transfer and local technological capability building.

The adoption in March 2022 of the Doha Programme of Action for the Least Developed Countries for the Decade 2022-2031, reinforced the mandate of the UNTB by reaffirming its role as a focal point for the LDCs to strengthen their STI capacities that lead to economic transformation.

Mandate of the UNTB

Strengthen the science, technology and innovation capacity of least developed countries, including the capacity to identify, absorb, develop, integrate and scale up the deployment of technologies and innovations, including indigenous ones, as well as the capacity to address and manage intellectual property rights issues

Promote the development and implementation of national and regional science, technology and innovation strategies

Strengthen partnerships among science, technology and innovation related public entities and with the private sector

Promote cooperation among all stakeholders involved in science, technology and innovation, including researchers, research institutions and public and private sector entities, within and between least developed countries, as well as with their counterparts in other countries

Promote and facilitate the identification and utilization of and access to appropriate technologies by the least developed countries, as well as their transfer to the least developed countries, while respecting intellectual property rights and fostering the national and regional capacity of the least developed countries for the effective utilization of technology to bring about transformative change

Source: Charter of the Technology Bank for the Least Developed Countries, United Nations 2016

GOVERNANCE

STRUCTURE

A thirteen-member Governing Council, appointed by the UN Secretary-General, serves as the principal governance body with powers to approve multi-year strategic plans, annual work plans, budgets, operational principles, and policies. Council members serve in their individual professional capacities for renewable three-years terms. In addition to the thirteen Council members, the UNTB Charter provides for participation as Observers of representatives of several international organizations including the World Bank, UNESCO, WIPO, ITU and international experts.

The UNTB is led by the Managing Director, who is currently supported by core staff. Additional technical support is engaged on an as needed basis via consultancies. It should be noted that to fully deliver on its mandate and the objectives envisioned in this Strategic Plan for 2025-2027, UNTB and the United Nations must find ways to boost both the financial and human resource capacity of the institution. In this regard and as the programme grows with additional financing, the current organizational chart will be amended to reflect the greater technical and project management skills needed to oversee a growing programme portfolio.

DECISION MAKING, ACCOUNTABILITY, AND REPORTING

The Governing Council approves the UNTB's budget, work plan, provide policy and strategic advice, and carry out oversight of the implementation of the work plan and results achieved through it. Within delegated authority and responsibility, the Managing Director, as the chief administrative officer, directs the functioning of the UNTB, providing strategic, programmatic, and operational leadership. In addition to reporting to the Council, the UNTB has started reporting to the UN General Assembly, documenting progress on the implementation of the Strategic Plan and the work program under it. The United Nations Office of Internal Oversight Services audits the UNTB's governance and oversight mechanisms; strategic and annual work plan; resource mobilization; and management of staff and other resources. On the directions of the Council, functional and other reviews may be undertaken, and a functional review has already been completed.

STRATEGIC PLANS AND WORK STREAMS

The UNTB's operations are guided by a three-year Strategic Plan, two of which have been developed since inception. The second Strategic Plan 2022-2024 concluded in December 2024. Lessons from the earlier plans have informed the preparation of this Strategic Plan including the need to deliver results on the ground with relevant, high-impact low-cost technological solutions, practical considerations such as limitations on financial resources, improving the engagement with stakeholders, and boosting its visibility and profile.

During the last strategic cycle (2022 – 2024), the UNTB's operations were structured around three main streams of work:

Identification of development challenges that require technological solutions through Technology Needs Assessments (TNAs)

Identification of appropriate technologies and facilitate their transfer to the LDCs

Strengthening the science, technology, and innovation capacities of the LDCs for the adoption and scaling up of technologies

2. OUR PROGRESS

Despite several operational challenges, not least a low financial resource base and limited human resource capacity, the UNTB has made strides in fulfilling its mandate and implementing its strategic plans. Some of the notable achievements are given in this chapter.

STEADY PROGRESS ON TNAs

To date, 13 TNAs have been completed, in Bangladesh (in partnership with the Commonwealth Secretariat), Bhutan, Cambodia, Djibouti, Guinea, Kiribati, Lesotho, Mozambique, Rwanda, Sierra Leone, The Gambia, Timor Leste and Uganda. In 2024, 3 more assessments have been initiated, in the Lao People's Democratic Republic, Malawi and the United Republic of Tanzania (in partnership with the International Seabed Authority).

Regional perspective
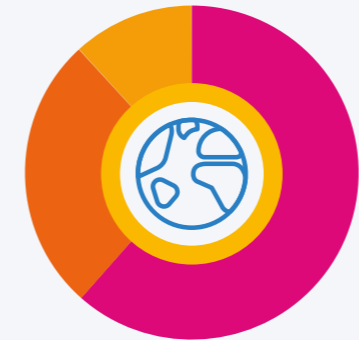
Africa 61%

Asia Pacific 31%

Pacific Islands 8%

DELIVERING THROUGH PARTNERSHIPS

The UNTB leverages partnerships with national and international organizations to create an enabling environment for sustainable technological capability building, that is linked to technology transfer initiatives, and to addressing broader gaps in knowledge and know-how in the STI sectors.

Similarly, the UNTB has collaborated with the World Eco-Design Conference and the International School of Design at Zhejiang University in Ningbo, China, to support students from the LDCs to enhance their industrial design capacities.

100 students were awarded full scholarships and joined the International Design Education Programme to undertake a master's level degree at Zhejiang University.

LAUNCH OF COUNTRY-SPECIFIC TECHNOLOGY TRANSFER INITIATIVES

In line with one of the UNTB's core mandates—assisting the LDCs in gaining access to appropriate technologies and strengthening their science, technology and innovation capacities—several country-specific projects are underway. These projects have emerged from the country priorities identified through the TNAs and address defined challenges in a range of sectors.

Healthcare
The "Hear, listen, speak" programme for children in Bhutan that facilitated the screening of 80.000 children for hearing impairments, and helped with treatment for over 3.500 children for hearing loss.

Agriculture
A post-harvest loss management project for cashews grown in The Gambia; and the establishment of science academies in Angola, Lesotho, Democratic Republic of Congo, and Malawi.

IMPLEMENTATION OF GOVERNANCE REFORM

The Council of the UNTB had laid down a roadmap for institutional reform aimed at strengthening the effectiveness and efficiency of the organization. A functional review was carried out to assess the functions, skill sets, capacities and organizational structures needed to better fulfil the UNTB's core mandate, while ensuring its financial sustainability as a United Nations system entity. Additional measures have been put in place to enhance accountability mechanisms, with new Council members appointed in December 2023; representatives of UN Agencies such as UNIDO, IAEA, ITU and UNDP invited to participate as observers; and the submission of a Secretary-General's report on the work of the Technology Bank presented to the UN General Assembly with a view to enhancing the accountability of the UNTB to the General Assembly, its oversight by Member States and the visibility of its work and results.

ACTIVE STAKEHOLDER ENGAGEMENT FOR IMPROVED VISIBILITY AND PARTNERSHIP BUILDING

With a view to boost its visibility, advocate for support of its programs, and to identify and secure partnerships, engagement with a broad set of stakeholders has been vigorously pursued. In addition to frequent interactions with the focal points in LDC member states, briefings and discussions have been held with Ambassadors of 27 LDCs, a range of development partners, and with UN Resident Coordinators. In addition, the publication of Op-Eds by the Managing Director, participation in and networking with diverse organisations at international forums both by Council members and UNTB staff, and engagement within the UN system, form part of efforts to raise the UNTB's institutional visibility and to generate interest in its mandate and its programs.

BUILDING ON LESSONS LEARNED

Between 2022 and 2024, the TNAs have been instrumental in recognizing the highest priorities for technological development across LDCs, providing the insights needed for evidence-based approaches. While LDCs are a diverse group, many shares common challenges, particularly in areas like agriculture, digital development, and climate resilience. The TNAs completed so far have helped identify an array of needs across 13 sectors, from use of technology to strengthen agricultural productivity to using MedTech and EdTech for improving delivery of social services. Lessons from the last strategic cycle also indicate the need to integrate national pilots facilitating access to specific technologies with regional initiatives for targeted capacity building at scale.

Discussions with the private sector, non-profits, and academia as part of the process to develop this strategic plan also revealed an interest for the UNTB to focus on building capacities of LDC officials to engage with the private sector, help LDCs prioritize narrowing of the digital divides and active encouragement and facilitation of women in the STI space, and for systematic knowledge sharing. Similarly, international organizations and MDBs pointed to the UNTB's close relationship with LDCs a major plus in terms of collaboration.

Our work so far has led to several learnings: first, the focused clientele which the UNTB has (the LDCs) puts it at a distinct advantage vis-à-vis other international organizations—it is imperative that this advantage translates into UNTB becoming the voice of the LDCs in the STI space: second, with the TNAs serving as a foundation for policy and operational support for LDCs, the UNTB needs to strengthen its analytical and policy dialogue capacities—this will help LDCs in prioritization of needs, gaining access to targeted technical and financial support, and will build credibility of the UNTB as a partner; third, the current reliance on one primary donor is sub-optimal and will likely be unsustainable in a financing landscape of shrinking grant components and evaporating ODA commitments—hence the importance of partnering with new donors and introducing new financing modalities to create a stream of predictable, sustainable financing for the UNTB's work; and fourth, in building the UNTB brand, there is a need to invest in internal functions for stronger communication, advocacy, and relationship management, as well as to establish a suite of flagship initiatives, services, and solutions which set the UNTB apart from comparators. These lessons inform the framing of this Strategic Plan and feed into the proposed areas of focus over the next three years.

3. OUR CONTEXT

The political, economic, and technological contexts within which the UNTB operates, are undergoing rapid change, posing challenges and creating opportunities in equal measure. A snapshot of some of these complex, dynamic, and critical contexts is presented in this chapter.

THE STI IMPERATIVE

The LDCs are home to 880 million people, but just 36% of them are online—roughly half of the global percentage (66%) and nearly a third of the percentage for the developed countries (93%). There is also a substantial disparity among the LDCs, with Burundi's internet penetration of 6% paling in comparison to 81% in Tuvalu or 65% in Senegal, and the digital gender gap of 13% showing no signs of narrowing. Those who are connected in LDCs, incur heavy expenses (6% of monthly income to purchase 2 GB data), raising issues of affordability. Investment by LDCs in Research and Development (R&D) as a percentage of GDP was on average 0.3% in 2020, well below the global average of 1.93%. In a world which thrives on connectivity and where the internet serves as the foundation for access to knowledge, information, services, and economic opportunities, these data points reflect the scope of the challenge for the LDCs. On the flip side, the markets for science, technology, and innovation continue to grow and underscore why it is important for the LDCs to catch up: the Generative AI market is expected to reach $88 billion in 2025 and $207 billion in 2030, digital trade services in 2023 accounted for nearly 14% of all global trade, the global eCommerce market is expected to grow by 9.49% between 2024-2029, resulting in a market size of $6.5 trillion. Overwhelming as these numbers are, they point to the opportunities that LDCs can harness through smart policy choices. The UNTB stands committed to helping drive investments, build capacities, and help the LDCs close persisting gaps in institutions, legal frameworks, and enabling investment climate for STI.

RENEWED POLICY THRUST FOR DIGITAL TRANSFORMATION

The potential digital dividends on offer for developing countries in general, but specially for the LDCs, from focusing on the STI sectors, has been highlighted and reiterated by several recent high-level policy documents. The Pact for the Future; the UN Secretary General's Roadmap for Digital Cooperation; the Global Digital Compact; and the Doha Program of Action for the Least Developed Countries, clearly point to the way in which STI can help the LDCs break the shackles of poverty and unleash the vast talent and economic growth possibilities. They also serve to underscore the significance of reflecting on policies, regulatory frameworks, and skills development that must accompany investments in the sector. The World Bank, for example, points to the need for rationalizing tariff on digital trade that currently make digital goods as expensive in Africa as they are in the USA, and to the fact that only 6 LDCs are signatories to the World Trade Organization's Information Technology Agreement. Realization of developmental gains through technology and innovation, is thus a function of the right policies coming into play and the UNTB's engagement with policy makers can help inform policy choices.

SOURCING RELEVANT LOW-COST TECHNOLOGIES AND BOOSTING CAPACITIES FOR FRONTIER TECHNOLOGIES

The emergence of new technologies brings in their wake exciting prospects of tackling legacy challenges across a spectrum of economic and developmental sectors. From the deployment of Blockchain for enhanced transparency and efficiency in the public sector, to use of Internet of Things for better value chain management, and from the use of biotechnology to improve crop yields, to quantum computing helping in genomics and complex disease modelling, these technologies are disrupting markets and industries and unlocking economic value. The vast benefits on offer are counterbalanced by their impact on traditional labour markets, and implications for protection of individual's rights such as privacy of data. The UNTB can help build a nuanced understanding of these issues and connect governments with private sector to arrive at frameworks that deliver public value and public goods. Its role as a network of networks would enable it to tap into different sources of policy expertise and harness the knowledge in different domains and hubs.

THE CHALLENGES OF A CROWDED MARKETPLACE

The marketplace for institutions striving to help developing countries in the science, technology, and innovation sectors is becoming increasingly crowded. Coupled with the rapid global focus on adopting AI technology, it is imperative that the UNTB sharpens its value proposition during the period of the Strategic Plan. Doing so would allow the UNTB to establish a distinct identity and help tailor its portfolio of support to specific needs. The fact that the UNTB is the only institution that caters exclusively to the LDCs in this space is a distinct advantage which provides for a clear institutional positioning. In addition, given its nascent stage of development, the UNTB needs to focus on collaboration and partnerships. Strengthening its communications and advocacy function will be fundamental to consolidate its brand and demonstrating value to donors, partners and client countries.

4. KEY ELEMENTS OF THE STRATEGIC PLAN 2025-2027

The purpose, principles, values, approach, and strategic pillars of work proposed under the Strategic Plan 2025-2027 are detailed in this section, along with a brief description of the inclusive process through which the Strategic Plan has been developed. Analysis of the UNTB's strengths and weaknesses as an institution, opportunities for further strengthening governance and accountability, and a discussion on the various risks it faces and how these can be mitigated, are also shared. Recommendations for a sharpening of the value proposition, and for flagship services that help strengthen the UNTB brand, and a renewed focus on the advocacy, communication, and knowledge management functions, are also offered. The plan also develops a results management framework with specific, measurable, achievable, relevant, and time-bound targets and key performance indicators (KPIs) to track progress and ensure accountability. A resource mobilization strategy is outlined to support the implementation of the plan.

OUR PURPOSE

The purpose of this Strategic Plan is to provide a clear, actionable, ambitious—yet pragmatic—strategic direction that positions the UNTB as the partner of choice for LDCs in key areas for their technological advancement.

OUR VISION, MISSION, AND PRINCIPLES

VISION

Achieving positive impact on lives and livelihoods in LDCs through science, technology, and innovation.

MISSION

Enabling the LDCs to drive resilient and inclusive growth through digital transformation, technology transfer, and vibrant innovation ecosystems.

PRINCIPLES

The guiding principles for this Strategic Plan are **Inclusion, Innovation, and Integration (3I)**. These principles will be embedded into partnership development, processes for achieving results, and in the programs developed and implemented.

PRINCIPLE	PARTNERS	PROCESS	PROGRAMS
Inclusion	UNTB will connect with a broad range of stakeholders, explore partnerships that are catalytic, and which do not view partners as funding vehicles only	UNTB's initiatives will be shaped through a democratisation of the process of finding STI-enabled solutions for developmental challenges	In close consultation with and agreement of the stakeholders, UNTB will develop programs that incorporate inclusive mechanisms for need identification
Innovation	The UNTB will partner with organisations implementing technology and innovation or supporting these, ranging from private sector organizations to academia, startups, to non-profits	The UNTB will leverage the power and reach of social media and digital technologies for sourcing and resourcing of issues and defining new processes and new roles for co-creation of solutions	Initiatives aimed at facilitating and promoting innovation will be developed
Integration	UNTB will leverage economies of scale by partnering with organizations that work on regional solutions to address regional public policy, capacity and advocacy issues	UNTB will streamline internal processes to ensure that core staff and project teams have a shared vision and understanding, information and knowledge sharing is improved	UNTB will establish knowledge and communication partnerships, secondments and staff exchange programs that lead to improved outreach, cross-pollination of ideas and systems

OUR VALUE PROPOSITION

With its finger on the pulse of policy, financing, and implementation challenges that the LDCs face in the STI space, the UNTB enjoys a vantage position to support the STI agenda in the LDCs. It is therefore proposed to frame our value proposition as follows:

*The UN Technology Bank for LDCs is the partner of choice and the voice for the LDCs in the global STI landscape. Our core mandate, access to knowledge and expertise make us a **credible, responsive**, and **trusted** partner of the LDCs. We are uniquely positioned to offer tailored policy advice; strengthen institutions; use our convening power as a UN institution to assist in the brokering of multi-stakeholder partnerships; help bridge digital, financial and gender divides in the STI realm; and support LDCs to gain access to a wealth of knowledge resources to drive digital transformation and innovation.*

By embracing this value proposition, we will be reinforcing the niche for the UNTB carved out through our Charter (LDCs as the only client) and allow us to market our key strength (a deeper engagement with the LDCs than any other organization). It will also present the UNTB to expand its policy influence (through becoming a network of networks), use knowledge as the currency of the bank (by becoming an enabler of knowledge management on STI as well as a thought leader), and employ an asset-light, impact heavy model (by focusing on policy advisory and capacity building verticals).

OUR APPROACH

UNTB's approach to delivering the strategic plan is built on key components:

Leveraging core resources to achieve tangible results, building credibility as a new entity and demonstrating value to stakeholders.

Focusing on fostering relationships and building partnerships through effective communication and advocacy, including revamping our website, enhancing the use of social media, and utilizing platforms like UN international meetings to reach key constituencies in LDCs and donors.

Broadening donor engagement, sustaining relationships with our host country, and expanding collaboration with traditional and non-traditional donors, including multilateral development banks, non-profits, and the private sector.

Given our size, UNTB will adopt a two-pronged approach, combining demand-driven pilots at the national level with regional initiatives delivering public goods and knowledge services. This will allow UNTB to address shared challenges across LDCs while maximizing the impact of its knowledge and resources.

The design of this Strategic Plan follows a **Collaborate: Co-Create: Cross-pollinate (3C)** approach. In essence, the 3C approach will foster a rethink on UNTB's operations, representing a shift from inputs to outcomes-based financing and operational modalities, and allowing the UNTB to:

Leverage third-party networks. Tapping into existing networks, forums and platforms in the private and non-profit sectors could help UNTB to co-create demand-driven services. This will not only enhance the UNTB's footprint across a range of interventions, but do so through a low-cost, asset-light approach that leverages available financial and technical resources in the STI space.

Create an ecosystem for co-creation by establishing a platform for collaboration on STI, the UNTB would help build an ecosystem of stakeholders. The creation of simple online collaboration platforms and knowledge communities could ensure cross-pollination of ideas, solutions and technologies, driving innovation and rethinking on public services and public policy, as well as involving a broad range of producers (entrepreneurs, private firms, NGOs), who are also consumers of the value these ecosystems create.

There are several advantages of employing this approach, including: enabling multiple stakeholders to co-create a solution and thus fostering inclusiveness; benefitting from access to a diversity of skills, technologies and knowledge; scaling up becomes a function not of access to inventories of available resources (e.g. staff, funding by government or by single donors), but of the size and depth of the ecosystem of producers and consumers created; and facilitating open communication, leading to greater transparency and information sharing.

OUR STRENGTHS AND OPPORTUNITIES

The institutional strengths and weaknesses of the UNTB and opportunities and risks to our operations have been discussed in earlier sections, hence these are summarised here.

STRENGTHS

- Unique UN agency dedicated to STI in LDCs
- Considerable body of evidence on LDCs highest needs emerging from Technology Needs Assessments
- Strong relationships with public sector and academia in LDCs, particularly in Africa
- Can leverage UN's convening power

OPPORTUNITIES

- Expanding partnerships with international organizations and private sector
- Increasing demand for STI support in LDCs
- Growing global focus on digital transformation and green technologies
- Partners, existing and potential, value the relationship with LDCs and capabilities to engage in dialogue, assess capacities
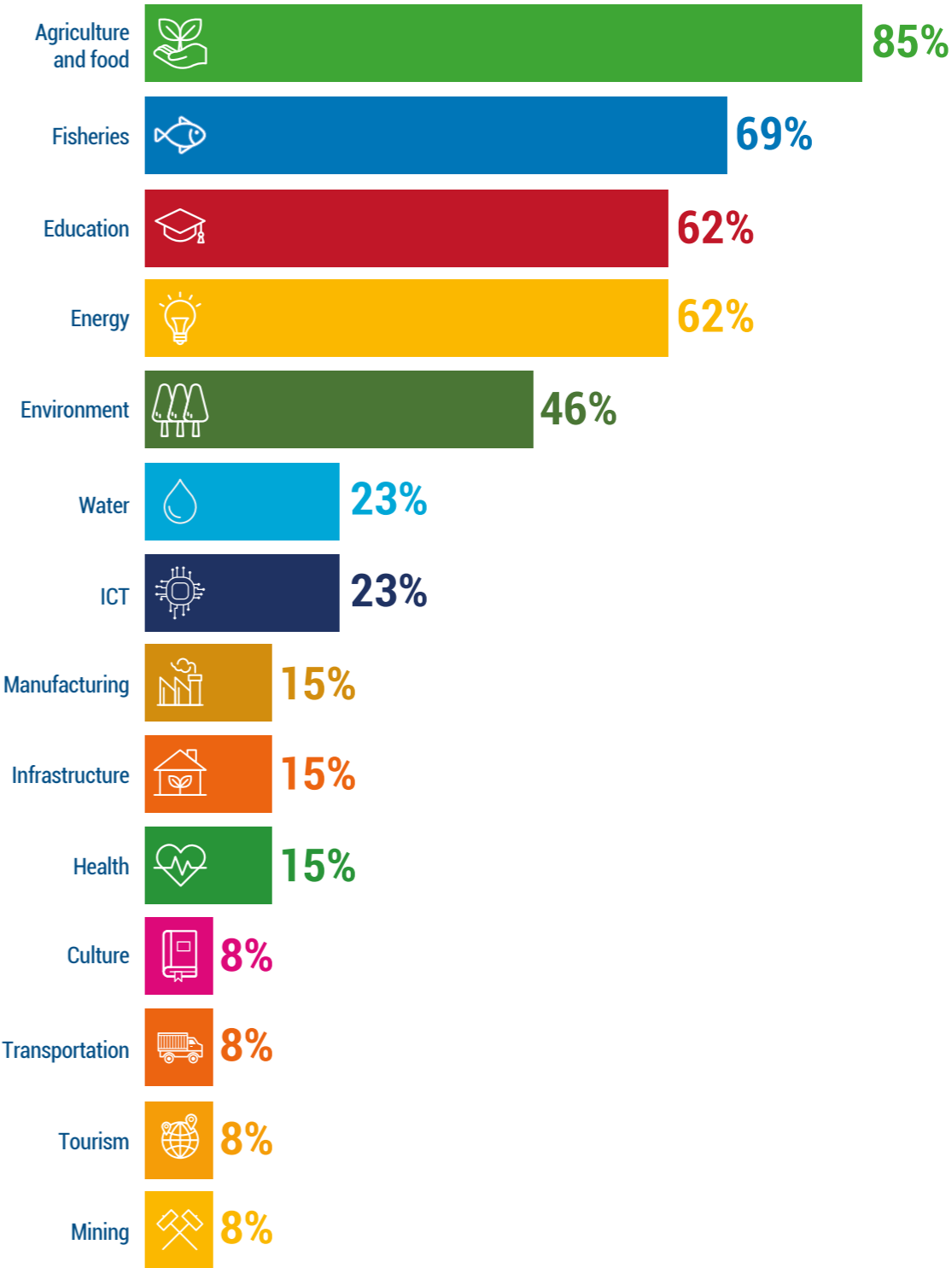
OUR PROCESS

The development of this Strategic Plan has been guided by the Council's policy direction on the scope, nature, relevance, and sustainability of our programs, and their decisions on steering the UNTB into a more impactful organization. Insights and advice from the Governing Council served to not only sharpen our focus but enabled us to benefit from the diversity of perspectives and soundness of advice offered. The Plan is also aligned with the UN's overarching frameworks in the STI sector, including the UN Digital Compact, the Pact for the Future, and the Secretary General's Roadmap for Digital Cooperation. The rich experience gained from working in close collaboration with our clients, partners, and beneficiaries has informed the content of the Plan and proposals under it.

The substantive program of work included in the Strategic Plan is the result of continuous engagement with the LDCs through not only the designated focal person, but a range of other public sector holders. These extensive consultations, combined with the priorities, needs and challenges emerging from the Technology Needs Assessments (Figure 1), shaped the proposals in this Plan and embody the 3I (Inclusion, Innovation, and Integration) principles, and the 3C (Collaboration: Co-Creation: Cross-Pollination) approach. There was also a conscious effort to intensify and broaden our consultative process to gain as diverse a set of insights, advice, and feedback on our work as was possible within the available timeframe. In particular, we engaged with a range of stakeholders including the LDCs themselves, Governing Council members, UN Organizations, regional organizations, academia, experts, private sector and non-profit organizations far more than was done for the earlier two Strategic Plans. Discussions with the Multilateral Development Banks (MDBs) such as the ADB and AfDB, and other development partners not only helped in getting a different view on policy, financing, and operational issues, but also led to identification of potential areas of cooperation. The list of stakeholders consulted during the preparatory process of the Strategic Plan for 2025-2027 is provided for further information (Annex 1).

Figure 1: Prioritised Sectors in Thirteen TNAs

Sector	Percentage
Agriculture and food	85%
Fisheries	69%
Education	62%
Energy	62%
Environment	46%
Water	23%
ICT	23%
Manufacturing	15%
Infrastructure	15%
Health	15%
Culture	8%
Transportation	8%
Tourism	8%
Mining	8%

Proposals related to our institutional architecture emanate from reflection and introspection, nudged as we were by the Council to review our business processes, and functional responsibilities. Driven by our desire to improve the way we serve our clients, the value-for-money we bring, and the value addition we promise to deliver, these institutional proposals are intended to strengthen our accountability and governance. Moreover, we recognize the value of building in-house capacities for stronger communication, advocacy, and relationship management functions and propose a few important steps towards this end. We also look forward to the continued work of the Sub-Committee on resource mobilization to help us in our quest for additional partnerships.

5. OUR STRATEGIC VERTICALS

Based on the priorities and needs identified by LDCs through TNAs and other modes of engagement, as well as discussions with other stakeholders, we propose to structure our work around three strategic verticals: high-impact policy and technical advisory services; capacity building for transformation; and knowledge for results. These strategic verticals were presented to and agreed by the Council during the November 2024 consultative session.

FEATURES AND CONSIDERATIONS

The strategic framework presented in this section contains the following features and considerations:

Our conception of the framework is built on two key considerations:

Each strategic vertical has key outcomes and outputs identified. The Results Management Framework shared elsewhere in the Plan, details how these are to be measured.

Each vertical also has an accompanying flagship initiative that will help strengthen our positioning, brand identify and enhance our relevance and subsequent impact.

Some programs and projects are carried over from the previous strategic planning cycle, as their tenure overlaps with the new cycle. The framework identifies these as ongoing projects or programs.

Some projects and programs that are in the pipeline but not yet full designed or for which financing is still being secure, are also included. The framework identifies these as being pipeline projects.

With a view to follow the 'asset-light, impact heavy' framework, our effort is to move gradually away from transactional interventions to those with a ripple effect potential. The proposed phasing plan provides a mechanism for this graduation.

The UNTB public goods: These are areas of support and interventions that are member-neutral in the sense that they are relevant for all LDCs. Our knowledge management platforms and services are examples of these public goods. Other interventions will be mainly directed to respond to specific contexts and priorities, although we hope to achieve positive spillovers through the knowledge sharing platforms and cross-pollination approach.

Targeting of Gender and Other Divides: The severity of gender, exclusion, inequality, and other divides requires a clear and emphatic response. While we will integrate these in all programs as cross-cutting themes, we will put this agenda front and centre by developing targeted programs.

Strategic verticals & flagship initiatives

HIGH-IMPACT POLICY AND TECHNICAL ADVISORY SERVICES	CAPACITY BUILDING FOR TRANSFORMATION	KNOWLEDGE FOR RESULTS
Flagship initiative A second generation of TNAs identifying the highest priorities and tech investment opportunities	**Flagship initiative** STI Leaders programme to build a network of highly skilled STI policymakers	**Flagship initiative** Knowledge Hub
Provide policy advisory that strengthens LDCs' capacities for STI policy, regulatory, and program implementation	Building the capacity to design and implement effective STI strategies and programmes in niche areas that can drive transformation	A vibrant knowledge marketplace for STI sectors supports research, analysis, data sharing within member countries and across the LDCs

STRATEGIC VERTICAL 1: HIGH-IMPACT POLICY AND TECHNICAL ADVISORY SERVICES

Strategic Outcome: LDCs can develop and implement policies, strategies, programs and regulatory frameworks that enable and facilitate growth of the STI sector in an equitable and sustainable manner.

Strategic Objectives:
1. Develop and implement a comprehensive policy advisory framework that strengthens LDCs' capacities for policy, regulatory, and program implementation.
2. Enhance collaboration with national governments and regional organizations through institutional policy focused platforms.
3. Provide targeted policy support to address specific STI challenges in LDCs.
4. Facilitate the sharing of best practices and lessons learned among LDCs.

INITIATIVE	FEATURES AND PHASING	CATEGORY
A second generation of Technology Needs Assessments	• Enhance TNAs to identify the highest priorities and niche sectors for transformation and investment • Use TNAs to identify clear opportunities for investment, with a focus on implementation • Review and upgrade the TNA tool to become more inclusive in terms of whose input is captured • Convert into an online tool to facilitate users, provide toolkits and guidance in multiple languages • Based on the TNA results, provide technical assistance in developing bankable investment projects. This includes support in feasibility studies, financial modelling, and environmental and social impact assessments • Facilitate cross-border sharing of policy frameworks, regulatory improvements, opportunities for collaboration, and policy advice	Flagship Initiative
Bridging the Digital Divide: Advancing Cybersecurity and in the context of AI, Emerging Technologies, Digital Skills, and STEM Competencies in African LDCs	• Strengthened Policy Frameworks on Emerging Technologies • Enhanced Human Resources Capacities in Digital and Cybersecurity Skill • Established Mechanism for Peer-to-Peer Learning and Knowledge Sharing	Pipeline
Building technological capacities in the Blue Economy	• Extend the scope to support the sustainable development of blue emerging economic sectors aligned with their respective national socio-development priorities • Extend the scope to build technological capacities in the blue economy • Extend the scope with specific measures to facilitate the participation of women scientists from LDCs with deep-sea related skills in research and technology-oriented programmes and activities	Ongoing with some new elements under consideration
Strengthening Governance and Institutional Engagement	• In close collaboration with the LDCs, identify the appropriate counterpart ministry for coordination, which has the political heft to champion reforms and drive change through STI • Facilitate cross-border sharing of policy frameworks, regulatory improvements, opportunities for collaboration, and policy advice • Develop a branding strategy that is anchored in the fresh iteration of the UNTB's value proposition • Develop a resource mobilization, communication and advocacy strategy along the lines outlined in this Strategic Plan	Ongoing with some new elements added

STRATEGIC VERTICAL 2: CAPACITY BUILDING FOR TRANSFORMATION

Strategic Outcome: LDCs have adequate institutional capacities to drive growth, equity, and sustainability in the STI sector.

Strategic Objectives:
1. Building the capacity of policymakers to design, implement, and monitor effective STI strategies and programmes that align with national development goals.
2. Targeted capacities building programmes in niche areas based on TNAs that can help drive transformation.
3. Expand training programs and workshops for LDC stakeholders.
4. Develop online learning platforms to increase accessibility.
5. Partner with universities and research institutions for capacity-building initiatives.
6. Establish mentorship programs to support emerging STI leaders in LDCs.

INITIATIVE	FEATURES AND PHASING	CATEGORY
STI Leaders	• Build a network of STI leaders in LDCs • Train key STI professionals in the public sector and policymakers in the world's leading centres of excellence and knowledge hubs • Strengthen institutions to develop and implement STI initiatives that drive transformation in key sectors	Flagship initiative
Women in STI Program	• Develop a cross-border program aimed at building the capacity of women in the STI sector • Establish mentorship programs connecting women with experienced professionals in STI fields to provide guidance, support, and career development opportunities • Provide dedicated research grants for women-led projects and initiatives in STI • Foster collaborations between public and private sectors to support women in STI	New
Strengthening scientific capacities for sustainable development in LDCs	• Increased capacity of science academies in LDCs to foster collaboration and knowledge-sharing at national, regional, and global levels • Strengthened partnerships between science academies and institutions of higher learning to support STI-led solutions for sustainable development • Enhanced engagement of young academies of sciences and early-career researchers in national and regional STI initiatives	Pipeline
UNTB STI Fellowship and Internship Scheme	• Fellowship and scholarships • Provide opportunities for early-career scientists from LDCs to undertake research stays at leading international laboratories and institutions • Facilitate collaborative research projects between fellows and host institutions to promote knowledge exchange and capacity building • Establish mentorship programs pairing fellows with experienced researchers and professionals in their field • Backed by strong branding so that it becomes a prestigious position. • Support through private, non-profit funding	New
Emerging Technology Training Programs	• Develop a series of training programs in partnership with the private sector for at least three emerging technologies with intake of at least 50 trainees per technology • Online delivery, with learn-as-you-go options and award of completion of certificate post-examination • Supports youth and entrepreneurs in developing emerging tech skills, solving developmental problems using tech-based solutions	New
Strengthening innovation ecosystems and unlocking the potential of SMEs in selected LDCs	• Design training programs to build the capacity of innovation hubs and business support organizations to deliver effective services • Support SMEs and startups in leveraging the digital transformation opportunities • Establish twinning programs • Online Facility to Support SME Innovation	Pipeline

## STRATEGIC VERTICAL 3: KNOWLEDGE SERVICES FOR RESULTS

Strategic Outcome: A vibrant knowledge marketplace for STI sectors supports research, analysis, data sharing within member countries and across the LDCs.

Strategic Objectives:
1. Create a centralized repository of STI resources and data.
2. Publish regular reports and analyses on STI trends and challenges in LDCs and profile flagship work of others in this area.
3. Participate in key fora to foster knowledge exchange.
4. Develop partnerships with global research institutions to enhance the knowledge base.
5. Develop a UNTB brand identity and a strategic communications and advocacy function.

INITIATIVE	FEATURES AND PHASING	CATEGORY
Knowledge Hub	• Share best practices, case studies, and lessons learned from successful STI related investment projects in LDCs. This can help inform potential investors and LDC policymakers • Facilitate networking between knowledge centres, LDC governments, private sector, and development finance institutions • Organize workshops and conferences to educate investors about the opportunities and challenges of investing in LDCs	Flagship
State of Play on STI in LDCs	• Publish every two years a Flagship Report on the status of policies, strategies, programs in STI in LDCs • Showcase success stories • Highlight challenges, including for finance, M&E, governance • Document challenges on gender, inequality, vulnerabilities that impact STI sector development • Develop in partnership with academia	New
Implement UNTB Knowledge Management Strategy	• Integrate appropriate knowledge systems and approaches (databases, knowledge products and templates, and improved website) for improved data and information accessibility by staff to further enable UNTB to efficiently and effectively provide key client services that include: Policy Advisory and Technical Assistance, Research and Analysis, Technology Transfer, Capacity Building, Partnership Facilitation, and Best Practice and Expert Referral • Build the knowledge base and outreach capacity of UNTB to connect with and leverage existing knowledge repositories, database, and expertise of STI-focused organizations within and beyond the UN system • Develop a peer network of STI focal points in LDCs to facilitate connections, knowledge exchange, and peer support • Establish a knowledge network that includes R&DIs, CECs, academia, private sector, and other knowledge-based organizations from both the Global North and South to facilitate connections, engagement, collaboration and joint support for LDCs in key STI areas	New
UNTB Brand identity and Strategic Communications and Advocacy function	• Design and consolidate the UNTB brand with clear guidelines. This should include visuals, tone of voice and templates • Re-design the UNTB website as per brand guidelines • Develop a comprehensive communications and advocacy strategy with clear messaging, positioning UNTB in line with the 2025-27 UNTB Strategic Plan • Draft an operational plan for implementing the Communications and Advocacy strategy. This should include fostering partnerships with communications colleagues in related organizations to amplify the UNTB message	New

6. RESOURCE MOBILIZATION, COMMUNICATIONS & ADVOCACY STRATEGY
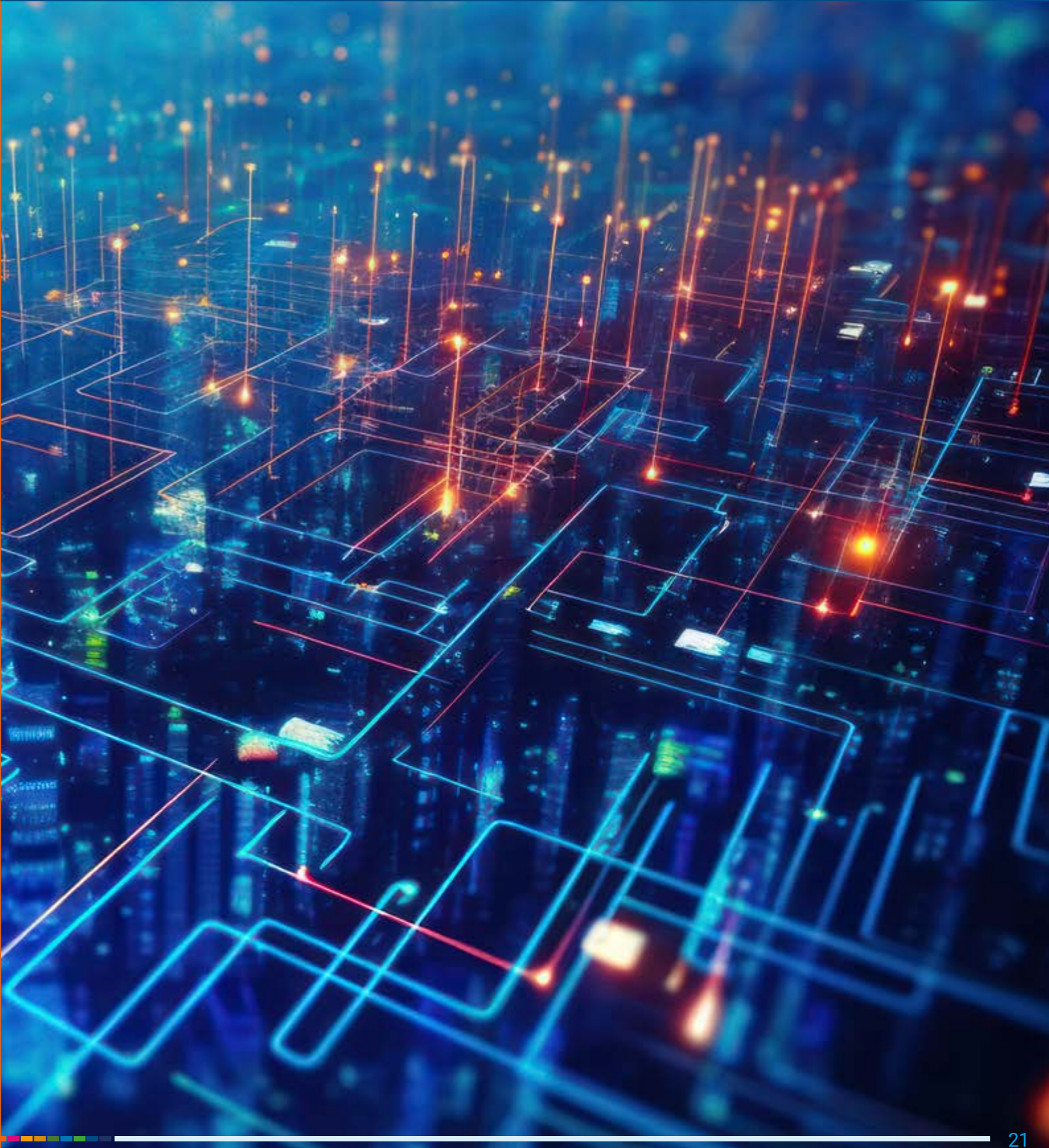
The UNTB in theory has the potential to tap into several streams of budgetary resources:

> **Voluntary contributions, including the annual contribution from the host country, Türkiye, in accordance with a 5-year financial agreement that is currently valid thru 2026.**

> **Project funding from different sources.**

> **UN regular budget.**

In practice, voluntary contributions—other than from the Government of Türkiye--are negligible, and variable nature of project financing makes planning difficult. In addition, with program activities picking up pace and several new initiatives outlined in this Plan, the imperative of raising sufficient resources is strong and imminent. If the UNTB is to stay relevant, deliver on its mandate, and enhance its credibility through results, it must successfully expand and diversify its resource base.

With a view to not only raise sufficient financing for its own institutional requirements, but more importantly focusing on raising adequate financing for investment in LDCs, our resource mobilization strategy revolves around five principles:

> **Delivering results for LDCs by channelling efforts to finance defined priorities.**

> **Delivering value for money to not only achieve cost efficiency but by aiming for ripple effects whose impact extends beyond the immediate financing.**

> **Building partnerships with traditional and non-traditional donors.**

> **Embedding accountability and transparency with the adoption of the highest reporting and accountability standards.**

> **Striving for sustainability to enable multi-year programming. In this respect, the in-kind contribution made by member states are welcomed to not only signal their commitment and ownership, but also as a measure of the value they place on partnering with the UNTB.**

The reality of declining trends in ODA in the traditional donor countries means that UNTB must aggressively pursue new partners whilst continuing to pursue financing from the well-established ones. To finance its Plan, UNTB can:

> **Target Non-Traditional Donors.** This would include working with the different funding agencies, for-profit and non-profit vehicles, venture funds, and investment arms established by these countries.

> **Tap into grant windows of financing from the MDBs** as well as partnering with them to develop specific projects that combine grant financing, technical assistance.

> **Tap CSR funds in the private and non-profit sectors.** A mapping of existing Corporate Social Responsibility (CSR) funding in STI in LDCs may lead to identification of opportunities for UNTB to tap into CSR funds, leverage ongoing and planned programs of the corporate and not-for-profit sector under the CSR banner and arrive at a strategic alignment with UNTB's agenda.

> **Respond to Global and Regional Calls** for proposals from MDBs, UN and elsewhere. This is a practice we currently follow and will continue to help us work with LDCs benefit from technology transfer, small-scale investments in prioritized sectors, and capacity building.

Communication and outreach are critical enablers for the UNTB to effectively deliver on its 2025-27 Strategic Plan and achieve its mandate. While UNTB has made strides in advancing science, technology, and innovation in LDCs, its role and impact must be amplified to foster greater awareness and engagement among key stakeholders, including donors, governments, the private sector, and international organizations. This Strategic Plan recognizes communication as a cornerstone for resource mobilization, partnership-building, and the dissemination of actionable insights derived from initiatives like the Technology Needs Assessments. By highlighting the state of STI in LDCs and their technological needs, UNTB can better position itself as a trusted partner and catalyst for change.

To this end, UNTB will prioritize the establishment of a robust communication framework to include brand consolidation and advocacy that integrates targeted outreach, storytelling, and evidence-based narratives. This approach will not only showcase the results of UNTB's work but also underline its role as a driver of innovation and transformation in LDCs. A dedicated communications and advocacy function underpinned by coherent brand guidelines and working in tandem with technical teams is an enabler for the UNTB to deliver on its mandate and drive meaningful change for LDCs.

By leveraging communication as a strategic enabler, the UN Technology Bank aims to mobilize resources, strengthen partnerships, and cement its position as a leading institution in transferring and deploying technologies that empower LDCs to achieve sustainable development. Robust branding, strategic communications, and targeted advocacy with consistent messaging will be fundamental for effectively implementing the UNTB's 2025-2027 Strategic Plan and demonstrating its value to donors, partners, and client countries.

While all these recommendations are within the realm of the possible, realizing them is highly challenging and requires considerable effort. Nevertheless, if UNTB is to break away from its holding pattern on financing, and especially if it is to move beyond reliance on grant financing—a fast-shrinking space which coupled with the dwindling ODA financing pool poses severe risks, it must take the first step and build towards its goal of achieving financial sustainability. To this end, a host of actions are recommended:

Mindful of our limitations, but holding ourselves to a higher standard of performance, we also include in this Strategic Plan:

> A mapping of how our proposed actions, rooted in the **3I principles (Inclusion, Innovation, Integration)**, and embracing the **3C approach (Collaborate: Co-Create: Cross-Pollinate)**, are linked to our mandate; results from the TNAs; the policy and operational contexts delineated in the Agenda 2030; the Pact for the Future; the UN Secretary General's Roadmap for Digital Cooperation; the Global Digital Compact; and the Doha Program of Action for the Least Developed Countries. This mapping also provides a heatmap of the degree of complexity, and the potential financial implications associated with proposed activities (Table 1).

> A Summary Risk Matrix (Annex 2) which provides a snapshot of some key risks and presents mitigation strategies.

Targeting Partners	• As mentioned, it is important to be clear who is being targeted, what their thematic areas are and what their investment interests are. Categorizing potential partners into private capital, MDBs, non-profits, STI-focused foundations funds, and non-traditional bilateral donors, will be helpful • Understand each partner's investment interests, priorities, and past investments in science, technology, and innovation, especially in LDCs
Develop a Compelling Value Proposition	• Emphasize the potential impact of their investments on sustainable development and technological advancement in LDCs • Showcase success stories and present case studies of previous projects funded by UNTB to demonstrate effectiveness and impact and strengthen credibility as a partner who delivers results • Establish a regular communications mechanism to update donors on progress
Strategic Outreach	• Tailor communication to partners, highlighting how their specific interests align with the goals of UNTB • Leverage existing networks and relationships, including with their communications teams to facilitate introductions and build trust with potential partners
Explore Co-financing and PPPs	• Depending on the project, co-financing opportunities may exist, as is suggested for the Fund of Funds. This way, both risks and benefits can be shared • Use TNAs to assist LDCs in developing bankable investment projects and explore public-private partnerships opportunities to leverage additional resources and expertise from private sector partners

TABLE 1: MAPPING OF THE PROPOSED INITIATIVES UNDER THE STRATEGIC PLAN 2025-2027						
PROPOSED INITIATIVE	**LINKAGE WITH**				**LIKELY FINANCIAL IMPLICATION**	**COMPLEXITY**
	UNTB MANDATE	**TNA**	**SDG**	**UN POLICY FRAMEWORKS**		
STRATEGIC VERTICAL 1: POLICY ADVISORY AND TECHNICAL ASSISTANCE SERVICES						
A second generation of Technology Needs Assessments	• **Strengthen** the STI capacity of LDCs • **Promote** the development and implementation of national and regional STI strategies • **Strengthen** partnerships among STI- related public entities and with the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across all sectors	SDGs 1, 5, 8, 9, 10, 17	*Roadmap for Digital Cooperation* • Investment in Digital Public Goods • Enhancing Global Connectivity • Promoting Digital Inclusion *Pact for the Future* • Action 28: Seizing the opportunities presented by STI • Action 29: Scale up means of implementation • Action 31: Ensuring STI improves gender equality *Global Digital Compact* **Objective 1.** Close all digital divides and accelerate progress across the Sustainable Development Goals **Objective 2.** Expand inclusion in and benefits from the digital economy for all **Objective 3.** Foster an inclusive, open, safe and secure digital space that respects, protects and promotes human rights **Objective 4.** Advance responsible, equitable and interoperable data governance approaches **Objective 5.** Enhance international governance of artificial intelligence for the benefit of humanity	$	Low
Strengthening Governance and Institutional Engagement					$	Low
Building and Developing Capacities of Least Developed Countries in the Blue Economy	• **Strengthen** the STI capacity of LDCs • **Promote** the development and implementation of national and regional STI strategies • **Strengthen** partnerships among STI- related public entities and the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across all sectors	SDG 1, 8, 14, 17		$ $	Medium to High
Bridging the Digital Divide: Advancing Cybersecurity and in the context of AI, Emerging Technologies, Digital Skills, and STEM Competencies in LDCs	• **Strengthen** the STI capacity of LDCs • **Promote** the development and implementation of national and regional STI strategies • **Strengthen** partnerships among STI- related public entities and the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across all sectors	SDGs 1, 5, 8, 9, 10, 16, 17	*Roadmap for Digital Cooperation* • Investment in Digital Public Goods • Enhancing Global Connectivity • Promoting Digital Inclusion *Pact for the Future* • Action 28: Seizing the opportunities presented by STI • Action 29: Scale up means of implementation • Action 31: Ensuring STI improves gender equality • Action 32: Protection of indigenous and local knowledge *Global Digital Compact* **Objective 1.** Close all digital divides and accelerate progress across the Sustainable Development Goals **Objective 2.** Expand inclusion in and benefits from the digital economy for all **Objective 3.** Foster an inclusive, open, safe and secure digital space that respects, protects and promotes human rights **Objective 5.** Enhance international governance of artificial intelligence for the benefit of humanity	$ $	Medium to High

TABLE 1: MAPPING OF THE PROPOSED INITIATIVES UNDER THE STRATEGIC PLAN 2025-2027						
PROPOSED INITIATIVE	**LINKAGE WITH**				**LIKELY FINANCIAL IMPLICATION**	**COMPLEXITY**
	UNTB MANDATE	**TNA**	**SDG**	**UN POLICY FRAMEWORKS**		
STRATEGIC VERTICAL 2: CAPACITY BUILDING FOR TRANSFORMATION						
STI Leaders	• **Strengthen** the STI capacity of LDCs • **Promote** the development and implementation of national and regional STI strategies • **Strengthen** partnerships among STI- related public entities and with the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across multiple sectors	SDGs 1, 5, 8, 9, 10, 17	*Roadmap for Digital Cooperation* • Investment in Digital Public Goods • Enhancing Global Connectivity • Promoting Digital Inclusion *Pact for the Future* • Action 28: Seizing the opportunities presented by STI • Action 29: Scale up means of implementation • Action 31: Ensuring STI improves gender equality • Action 32: Protection of indigenous and local knowledge	$ $ $	High
Women in STI Program		Crosscutting across multiple sectors	SDG 1, 5, 8, 9, 10, 16, 17	*Global Digital Compact* **Objective 1.** Close all digital divides and accelerate progress across the Sustainable Development Goals **Objective 2.** Expand inclusion in and benefits from the digital economy for all. **Objective 3.** Foster an inclusive, open, safe and secure digital space that respects, protects and promotes human rights. **Objective 5.** Enhance international governance of artificial intelligence for the benefit of humanity	$ $	Medium to High
Strengthening scientific capacities for Sustainable Development in African LDCs	• **Strengthen** the STI capacity of LDCs • **Strengthen** partnerships among STI- related public entities and the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across multiple sectors	SDG 1, 4, 5, 8, 10, 16, 17	*Roadmap for Digital Cooperation* • Investment in Digital Public Goods • Enhancing Global Connectivity • Promoting Digital Inclusion *Pact for the Future* • Action 28: Seizing the opportunities presented by STI • Action 29: Scale up means of implementation • Action 31: Ensuring STI improves gender equality • Action 32: Protection of indigenous and local knowledge	$ $	Medium to High
Emerging Technology Training Programs			SDG 1, 4, 5, 8, 10, 16, 17		$	Low
Strengthening innovation ecosystems and unlocking the potential of SMEs in selected LDCs	• **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Cross cutting across multiple sectors	SDGs 1, 5, 8, 9, 10, 16, 17	*Global Digital Compact* **Objective 1.** Close all digital divides and accelerate progress across the Sustainable Development Goals **Objective 2.** Expand inclusion in and benefits from the digital economy for all. **Objective 3.** Foster an inclusive, open, safe and secure digital space that respects, protects and promotes human rights. **Objective 5.** Enhance international governance of artificial intelligence for the benefit of humanity	$ $	Medium to High

PROPOSED INITIATIVE	LINKAGE WITH				LIKELY FINANCIAL IMPLICATION	COMPLEXITY
	UNTB MANDATE	**TNA**	**SDG**	**UN POLICY FRAMEWORKS**		
STRATEGIC VERTICAL 3: KNOWLEDGE SERVICES FOR RESULTS						
Policy Knowledge Hub	• **Strengthen** the STI capacity of LDCs • **Strengthen** partnerships among STI- related public entities and the private sector • **Promote** cooperation among all stakeholders involved in STI sectors • **Promote** and facilitate the identification and utilization of and access to appropriate technologies by LDCs, as well as their transfer to the LDCs	Crosscutting across multiple sectors	SDG 16, 17	***Roadmap for Digital Cooperation*** • Investment in Digital Public Goods • Enhancing Global Connectivity • Promoting Digital Inclusion ***Pact for the Future*** • Action 30: Ensuring that STI contributes to enjoyment of human rights by all • Action 33: Supporting the UN Secretary General in efforts to enhance international cooperation in STI ***Global Digital Compact*** **Objective 1.** Close all digital divides and accelerate progress across the Sustainable Development Goals **Objective 2.** Expand inclusion in and benefits from the digital economy for all **Objective 3.** Foster an inclusive, open, safe and secure digital space that respects, protects and promotes human rights **Objective 4.** Advance responsible, equitable and interoperable data governance approaches **Objective 5.** Enhance international governance of artificial intelligence for the benefit of humanity	$ $	Low to Medium
State of Play on STI in LDCs						
LDC Index on STI Development						
UNTB Knowledge Management Strategy						

TABLE 1: MAPPING OF THE PROPOSED INITIATIVES UNDER THE STRATEGIC PLAN 2025-2027

7. RESULTS MANAGEMENT FRAMEWORK

The Results Management Framework for the Strategic Plan 2025-2027 captures the strategic outcomes and outputs under the three strategic verticals. It is intended to serve as an accountability tool, and provides targets KPIs, measurement metrics, and suggested phasing for implementation.

Strategic Vertical 1:
High-Impact Policy and Technical Advisory Services

2025

Enhance collaboration with national governments and regional organizations
Target: Establish MOUs with at least 5 governments/organizations by 2026.
KPIs and Metrics: Number of MOUs signed; Level of engagement and collaboration.

Develop a comprehensive policy advisory framework
Target: Framework developed and implemented by Q4 2025.
KPIs and Metrics: Number of policies developed and utilised.

2026

Facilitate sharing of best practices among LDCs
Target: Conduct 5 best practice sharing workshops by 2027.
KPIs and Metrics: Number of workshops conducted; Number of participants.

2027

Provide targeted policy support to address specific STI challenges in LDCs
Target: Deliver 10 policy support projects by 2027.
KPIs and Metrics: Number of policy support projects delivered; Feedback from beneficiaries.

2028

Strategic Vertical 2: Capacity Building for Transformation

Strategic Vertical 3: Knowledge Services for Results

2025

Develop online learning platforms
Target: Launch 1 online platforms by 2026.
KPIs and Metrics: Number of platforms launched; User engagement metrics.

Create a centralized repository of STI resources and data
Target: Repository developed and populated by Q3 2025.
KPIs and Metrics: Number of resources added; User engagement metrics.

Publish regular reports and analyses on STI trends
Target: Publish 3 reports on STI trends and opportunities in LDCs by 2027.
KPIs and Metrics: Number of reports published; Downloads and citations.

2026

2026

Partner with universities and research institutions
Target: Establish partnerships with 10 institutions by 2027.
KPIs and Metrics: Number of partnerships established; Joint projects conducted.

Develop partnerships with global research institutions
Target: Partner with 6 research institutions by 2027.
KPIs and Metrics: Number of partnerships; Joint research projects.

2027

2027

Expand training programs and workshops for LDC stakeholders
Target: Conduct 15 training programs by 2027.
KPIs and Metrics: Number of training programs conducted; Number of participants trained.

Join and present at annual conferences and forums
Target: Present and advocate for STI in LDCs in at least 6 high-level fora/conference by 2027.
KPIs and Metrics: Number of conferences hosted; Number of attendees.

2028

2028

8. ANNEXES

ANNEX 1: LIST OF CONSULTATIONS AND INTERVIEWS

The list of stakeholders consulted during the preparatory process of the Strategic Plan for 2025-2027 included:

- The network of LDC Focal Points, as well as LDC Representatives in Ankara and New York
- Representatives of Development Partners in Ankara, New York and selected capitals
- The network of UN Resident Coordinators Offices in selected LDCs, including Angola, Bangladesh, Djibouti, Malawi, Lao PDR, the Pacific
- Several international and regional organizations including, for instance, the Africa Union, the OECD, the Pacific Islands Forum, Global Forum on Cyber Expertise, the Network of African Science Academies, the World Eco-Design Organization, the Action Group on Erosion, Technology, and Concentration
- Multilateral Development Banks, including the Asian Development Bank and African Development Bank
- The UN Technology Bank's Council Members and Observers
- Several private sector entities including, for instance: Starlink, CODE4AFRICA, and GSMA

ANNEX 2: SUMMARY RISK MATRIX AND MITIGATION STEPS

Risk Identified	Likely	Relatively Serious	No Current Mitigation Strategies	Major Risk (all 3 ticked)	Mitigation Steps for Major Risks
POLITICAL AND POLICY RISKS					
Incoherence in policies, heavy burden of political economy factors, choked regulatory and policy environment for STI	✗	✗	✗	✗	Use the policy advisory mandate to ensure that there is constructive discussion that leads to coherence
Political support for the UNTB wanes		✗	✗		Frequent engagement of the UNTB senior management and Council members with political leadership in the LDCs. Mobilization of the proposed STI Ministers' Caucus, STI Ambassadors etc. can strengthen political support
Restrictive political space for open dialogue and deliberation on STI sector development, course correction and performance measurement	✗	✗			
Gender bias impacts initiatives aimed at reducing the gender digital and STI divides	✗	✗	✗	✗	Embed an engendered approach in all the UNTB support, policy advice, knowledge services, and capacity building programs
PERFORMANCE RISKS					
Partnership targets are not achieved	✗	✗	✗	✗	The UNTB senior management and Council monitor progress on a regular basis and adopt course-correction measures
Resource mobilization targets are not achieved	✗	✗	✗	✗	In addition, development of the UNTB brand can enhance opportunities for partnership development and resource mobilization
Targets of the three strategic verticals are not achieved	✗	✗	✗	✗	
Weak implementation by partners	✗	✗	✗	✗	Use of capacity building tools to strengthen institutional capacities of partners to deliver agreed results
MANAGERIAL RISKS					
Trying to achieve too much too soon, without accounting for the needed time to build proof of concept	✗	✗	✗	✗	Set manageable timelines and realistic targets for implementing the Strategic Plan. Manage expectations of government, citizens and stakeholders through communicating regularly and through consultative planning
Insufficient engagement with citizens, stakeholders on UNTB supported initiatives	✗	✗	✗	✗	Developing a segmented communication, advocacy and outreach plan targeted at citizens, private sector and communities and civil society
RISKS IN NEEDS IDENTIFICATION AND PRIORITIZATION					
Difficulties in data collection through the TNA or other instruments and poor-quality data	✗	✗		✗	Work with public sector institutions in LDCs to improve the quantity and quality of TNAs
TNAs do not adequately capture actual need of multiple stakeholders or do not reflect priority of government	✗	✗	✗	✗	Expand the TNA process to other stakeholders (private sector, CSOs) to gather different perspectives of what the real needs are