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# Foreword

You don't need to look far or long to see how digital technology is transforming our world. The availability of more and faster internet connections, satellite data and imagery, plus advances in machine learning and Artificial Intelligence (AI) have made our lives and our economies unrecognizable from just a generation ago.

These technologies and others offer new means of addressing complex global challenges, with the potential to unlock longterm and sustainable prosperity for people and planet. However, the very same technologies that can bring us together in solving the unparalleled challenges of our times can also drive us apart, and fuel even greater inequalities both between and within countries.

As our government counterparts adapt to this rapidly-changing technological environment, so must UNDP in order to remain a trusted and effective partner.

UNDP's new Digital Strategy will allow us to better harness technology and innovation to deliver more and better results in the countries and communities where we work. This strategy will also enable us to better understand the potential of digital technologies, articulate their use and value, and readily apply them to better serve our partners in their efforts to achieve the Sustainable Development Goals. Importantly, it will also allow us to better understand the risks and trade-offs that come with these technologies, weighing these factors as we examine and test new technological solutions.

As always, UNDP will ensure our efforts in utilizing digital technologies are anchored in the values and obligations defined by the Charter of the UN and the Universal Declaration of Human Rights.



This Digital Strategy is a call to action and innovation, not only for UNDP, but also for our valued and diverse network of partners. With the launch of the Strategy comes a series of actions to support its implementation. We will:

- ◆ Invest in new learning opportunities to create a common understanding of digital concepts and capabilities across the organization.
- ◆ Build a global network of Digital Champions who will help identify needs and support their colleagues in utilizing digital technologies.
- ◆ Design and implement rapid digital demonstration projects in all areas of our work to demonstrate the potential of these technologies to both our staff and our partners.

Let's work together to ensure this digital revolution leads to revolutionary solutions to the complex problems facing this world.

**Achim Steiner**  
Administrator  
UNDP



# Executive Summary

UNDP is committed to the 2030 Agenda for Sustainable Development and the principles of **universality** and **equality**.

We believe in **leaving no one behind**.

UNDP's vision and ambition, as articulated in its Strategic Plan, 2018-2021 is to be a trusted partner, nimble in its response, innovative, enterprising and effective as we help countries achieve the Sustainable Development Goals (SDGs).

At UNDP, we developed our **Digital Strategy** that sets out the vision for the evolution of the organisation over the next three years, responding to a changing digital development landscape and the evolving needs of our partners.

This strategy is meant to support the achievement of the Strategic Plan **by fostering new ways of collaborating** with our partners, **creating environments and systems** that drive and support innovation, and building **new capabilities** to develop and apply digital solutions that will enhance the quality, efficiency and effectiveness of our work.

*“UNDP will continually **seek out and embrace** existing and emerging digital technology in all aspects of its work to better serve its partners in their efforts to achieve the SDGs. Through a process of scanning, testing and scaling relevant digital technologies, UNDP aims to become an increasingly **agile, transparent and effective** partner in its purpose to eradicate poverty, accelerate structural transformations and build resilience to shocks and crises everywhere and for everyone.”*

The Digital Strategy describes how UNDP will transform, framed through two inter-related transformation pathways:

**Digital Transformation Pathway 1** looks outward at how we can use digital technologies to improve the way we work, including how we deliver, create, collaborate and advocate.

**Digital Transformation Pathway 2** is internally focused, and aims to improve the quality, relevance, efficiency, and impact of UNDP's business through better knowledge sharing and improved data usage.

The Digital Strategy also includes an **Activation Plan**, consisting of three workstreams, which outlines how UNDP will implement the strategy by 2021:

## Workstream 1: Establish leadership for the digital transformation

- ◆ Chief Digital-UNDP Officer
- ◆ Digital Champions

## Workstream 2: Enable Information Technology (IT) to deliver the digital transformation

- ◆ Alignment of IT Strategy and Digital Strategy
- ◆ Service-oriented IT as a business partner

## Workstream 3: Empower and inspire the business and increase digital capabilities and capacities

- ◆ Foster innovation
- ◆ Digital literacy
- ◆ Digital communication
- ◆ Alliances & ecosystems
- ◆ Lighthouse initiatives

The Digital Strategy is not meant to be exhaustive or prescriptive. It outlines the trajectory to 2021 and proposes a bold transformation enabled by **digital technologies** and **new ways of working**. UNDP can achieve this by building on our **decades of experience**, deep country **partnerships** and the dedicated, professional and **innovative people** who are our greatest asset.



# 01

## Introduction

There are two important inter-related concepts that shape UNDP's Digital Strategy: "Digitization" and "Digitalization." **Digitization** is the process of converting physical information into digital formats. It is commonly driven by technologies which focus on enhancing efficiency by automation of existing processes. **Digitalization** is the use of digital technologies to change an organization's business model, including creating new or improved ways of delivering services, and improving the quality of what is delivered.

UNDP has experience in both, but not at the scale of the entire organization, and not in all areas of our work. The Digital Strategy takes into account UNDP's starting point and builds on our experience and knowledge.

The Digital Strategy focuses on both digitization and digitalization to **shape how we work** internally, and with our partners, this includes increasing our ability to leverage existing, emerging and future digital technologies in a prioritized and structured way to improve how we **create and deliver value**.

UNDP's Digital Strategy is fully supportive of, and aligned with the Strategic Plan 2018-2021 and can be viewed as an accelerator for the achievement of it. There are some key issues to note. We have put **inclusivity** at the core of the Digital Strategy. UNDP will invest in its staff and provide opportunities for them to learn about the potential that digital technologies offer, while also helping them understand how the very same technologies that can bring us together in solving problems can also worsen inequality.

We will strive to ensure our digital transformation leads to a more inclusive world.

The Strategy recognizes the wide array of contexts in which UNDP works; **digital technologies are not a panacea** and there are contexts and issues that will not benefit from the use of them. Knowing when to apply technologies and when not to will be a key part of the capabilities that UNDP needs to build. The Strategy recognises UNDP's diverse array of existing digital assets and history of innovation, but in doing so also notes that the

organization faces certain challenges as it embarks on its digital transformation. For example, UNDP's decentralized nature provides conditions fertile for innovation yet challenging to scale. Until now, our response to specific organizational needs has also constrained our ability to **adopt a more strategic perspective** in relation to digital.

Principles also matter. [The Principles for Digital Development](#), which include **user-friendly design** and **commitment to open data, open standards, open source development, privacy and security** will inform our digital transformation. Finally, the strategy faces the opportunities and challenges which arise when your timeline for change is short—**18 to 24 months. Technology moves fast, and UNDP must as well.** The document will be reviewed and improved regularly as UNDP builds its 'digital DNA'.

## 02

# Development in a Digital World: Why Transform?

*This chapter introduces the rationale for why UNDP must transform digitally.*

## 2.1 Significant opportunities

Digital technologies are rapidly changing in availability, accessibility, and impact. Technologies such as Artificial Intelligence, Blockchain, Cryptocurrency, Virtual Reality, the Internet of Things and many more were rarely discussed in the recent past. Yet, they are now **transforming societies, economies, public and private sector organizations, and individuals** across the globe. Sometimes this is referred to as the “fourth industrial revolution” to demonstrate the magnitude of change.

The rapid pace of change and the far-reaching scope of it also means that digital technologies emerge and sometimes disappear quickly. This raises doubts about the potential of future technological innovations and their real impact. Still, most governments are considering digital technologies as a priority and focusing on leveraging their power to address fundamental development challenges.

From UNDP’s perspective these emerging technologies have the potential to **advance sustainable development** and lead to greater development impact; indeed, many technologies are already being used throughout various programmes and initiatives in UNDP at a smaller scale.

Our organization has a history of innovation and use of digital technologies; UNDP will continue to pioneer in their use to provide **cutting-edge development solutions**, but our ambition has increased, just as the potential of technology has. As the pace of digital disruption picks up and our partners’ demands evolve, it is important that UNDP can leverage existing and emerging technologies in a pragmatic and structured manner in order to become a better partner for those we serve. Over time, our experience may also be sought by our partners in their own digital transformation efforts.



## 2.2 Development challenges and risks

Digital technologies create new challenges. Today, approximately 3.5 billion people across the globe are still without access to the internet. Technologies can contribute to inequality and reduce opportunities. The rapidity of change and the increasing number of digital technologies available to those who are connected further heightens the risk of excluding those who are not. Some countries are facing the threat of being left behind, which in turn increases the risks of widening the digital divide. The UN Secretary General has detailed a [Strategy on New Technologies](#) that affirms that the reform of the UN and its digital transformation must be **anchored in the values and obligations** defined by the [Charter of the UN](#) and the [Universal Declaration of Human Rights](#). The Secretary General notes that it is vital that we integrate new technologies in the realization and acceleration of the SDGs, with **equality and equity** as the guiding principles in this campaign towards digitalization and digitization. These issues matter deeply to the UNDP and have been integrated into this Strategy.



## 03

# UNDP's Digital Strategy: Pathways to SDGs

*Two pathways, one destination. We know where we are. We're laser-focused on where we want to be; using the best of digital to empower those we serve and work with, and unleashing knowledge within UNDP.*

### 3.1 The scope of UNDP's digital transformation

Digital transformation is **comprehensive** in nature – it's not simply an IT issue or one focused solely on operations and administration. For UNDP, our digital transformation will use digital technologies to connect **knowledge, and make it more accessible** within UNDP and across our networks of partners so as to provide better solutions for those we serve. Our transformation will also include using digital technologies to **create opportunities** to develop new business models through innovative financing, partnership, and delivery models. Further our digital transformation will include finding more **effective and efficient** ways of operating within the diverse contexts in which UNDP works. Lastly, we will focus on utilizing digital technologies to **communicate, engage and advocate** around our purpose, and to build and maintain partnerships and alliances.

### 3.2 Digital Strategy objectives

The core of the Digital Strategy consists of two inter-related “Digital Transformation Pathways” that describe the how UNDP will transform itself, and within each of these Pathways is a series of objectives articulating what we want to achieve by 2021.



## Digital Transformation Pathway 1

Pathway 1 focuses on using digital technologies to improve our partner experience and solve development challenges by applying digital technologies and solutions in UNDP's key activities. Here we aim for innovation in delivery models, co-creation, collaboration, and advocacy journeys.



### Objective 1.1

#### Re/define digital delivery models

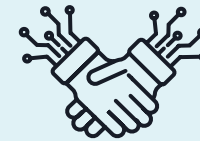
Use digital technologies to optimize and streamline current policy and programme delivery models to include digital options that partners and users find easy to access, simple to understand, are timely, and high quality.



### Objective 1.2

#### Enhance digital co-creation and collaboration models

Use digital technologies to experiment with new digital development partners and build platforms for the digital co-creation of solutions. Through this we expect to learn from - and be informed by - those we work with.



### Objective 1.3

#### Improve digital partnership, engagement and advocacy journeys

Improve partner relations and advocacy efforts through digital technology, increase digital and social media marketing and improve communications.

## UNDP's Digital Strategy: A holistic approach to transformation

The screenshot displays the GlobalDev Hub website interface. At the top, there is a navigation bar with the logo, 'About', 'Host a Consultation', a search icon, a language selector, and 'Sign up' and 'Log in' links. Below the navigation bar, the page is divided into two main sections: 'Current consultations' and 'Past consultations'.

**Current consultations:**

- Consultation for the Tunis Forum on Gender Equality:** Features a photo of a group of people. It has 205 members and 518 comments. A 'Read more' link is present.
- Consultation for development of the 2019-2022 IATI Strategic Plan:** Features a blue circular graphic. It has 66 members and 202 comments. A 'Read more' link is present.

A link to 'Browse all current consultations' is located below the current consultations section.

**Past consultations:**

- E-Discussion on the 2018 ECOSOC Theme:** Features a photo of a woman and children. It has 106 members and 105 comments. A 'Read more' link is present.
- E-Discussion on the 2017 ECOSOC Theme:** Features a photo of a colorful wall. It has 225 members and 330 comments. A 'Read more' link is present.
- HIV, Health and Development Strategy of the United Nations Development:** Features a photo of people gathered around a table. It has 12 members and 23 comments. A 'Read more' link is present.

## UNDP's Digital Dialogue Platform – Moving from conversation to co-creation.

Since 2011, UNDP has offered digital platforms that engage multiple stakeholders such as [Global Dev Hub](#) in response to governments' demand for dynamic digital consultation forums. These digital platforms are complemented by UNDP's advisory services on quality consultative processes to ensure the digital engagements are **meaningful, curated,** and result in a product that **positively affects a policy or decision-making process.** These platforms are **scalable** and can be **tailored.** In 2018, UNDP supported the Government of Brazil in an inclusive and participatory process in the lead up to the [8th World Water Forum](#). The digital platform and supporting engagement processes mobilized over 151,000 visitors. In the future, UNDP aims to develop this service as a dedicated instrument for civic engagement, using collective intelligence to co-create effective development solutions.

## Digital Transformation Pathway 2

Pathway 2 uses digital technologies to improve the quality, relevance and impact of UNDP's work, while also improving the efficiency of its operational systems and internal processes. Here we aim for knowledge sharing, improved data usage, and greater efficiency.



### Objective 2.1

#### Unleash knowledge within UNDP

Use digital technologies to develop and connect knowledge inside the organization and throughout its networks by organising information and sharing what works and what does not.



### Objective 2.2

#### Use the power of UNDP's data

Strengthen data quality, usage, and availability to remain the most trusted development partner, and combine and apply existing data for better development solutions.

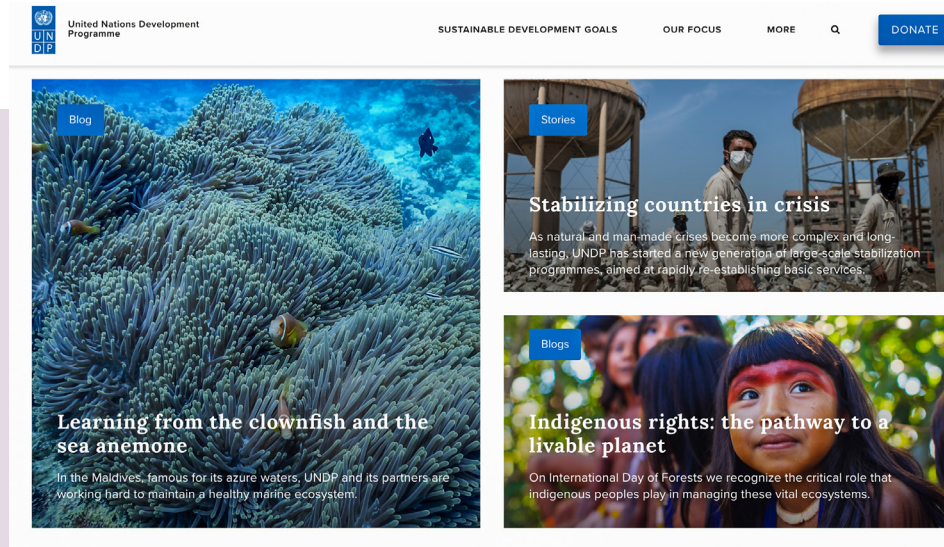


### Objective 2.3

#### Use digital to increase UNDP's cost effectiveness and efficiency

Improve the quality and cost-effectiveness of providing management services within UNDP and to the broader UN system via means such as self-service, automation and other technologies.

## UNDP's Digital Strategy: A holistic approach to transformation



### Personalized communications and engagement - at scale.

UNDP's digital ecosystem for external communications combines our own platform ([www.undp.org](http://www.undp.org)) with others such as Twitter, Facebook, LinkedIn, Instagram, [Medium.com](https://medium.com) and [Exposure.co](https://exposure.co). Each third-party platform has its own rules and idiosyncrasies around what can be published and how, which can weaken the coherence of communications efforts.

In the future, UNDP's digital stories and content will spread faster throughout the internet using a **“create once, publish everywhere”** approach. Stories will automatically be pushed to third-party websites once we publish them on [www.undp.org](http://www.undp.org). As we spread our messages more widely and rapidly, we will also use digital technologies to personalize the experience for each person who interacts with us. Through personalized communications, UNDP will strengthen its relationships with its vastly diverse and global audiences.

### 3.3 Digital transformation pathway 1 - future state

*This section outlines where we want the first transformation pathway to lead.*

#### Objective 1.1 - Re/define digital delivery models (Future State)

- ◆ UNDP is the **thought leader in digital development**, integrating digital technologies in its advisory capacity, optimizing and streamlining current delivery models, and creating new ones to promote agility, quality, and integration.
- ◆ UNDP continues to develop and improve **(internal and external) client-centric delivery services** which are easy to access, simple to understand, timely and of high quality.
- ◆ Staff have a **high level of digital literacy** and are part of a vibrant organizational culture that supports their continued learning.

#### Objective 1.2 - Enhance digital co-creation and collaboration models (Future State)

- ◆ UNDP meets its partners' needs with digital-first technologies, which are **immersive, context-aware and personalized**. This includes using digital channels to address new demands, as well as experimenting with new digital development partners to build tailored experiences.

- ◆ **Experience-led innovation** is a frequent result of digital collaboration and co-creation between UNDP and governments, academia, civil society, the private sector, and other actors.

- ◆ Staff continuously improve relevant **digital customer journey touchpoints** and consistently identify opportunities to improve digital experiences with partners and internal customers.

#### Objective 1.3 - Improve digital partnership, engagement and advocacy (Future State)

- ◆ **Partner engagement journeys are regularly improved and customized**, and more targeted marketing and communications occur with a focus on demonstrating impact and achievement of the SDGs.
- ◆ **Relevant and engaging digital content** is produced for partners, organizations, and the public, and supports campaigns that use multiple digital communication channels.
- ◆ Data from the website and social media channels helps us better understand our users, and supports **data-driven advocacy**.



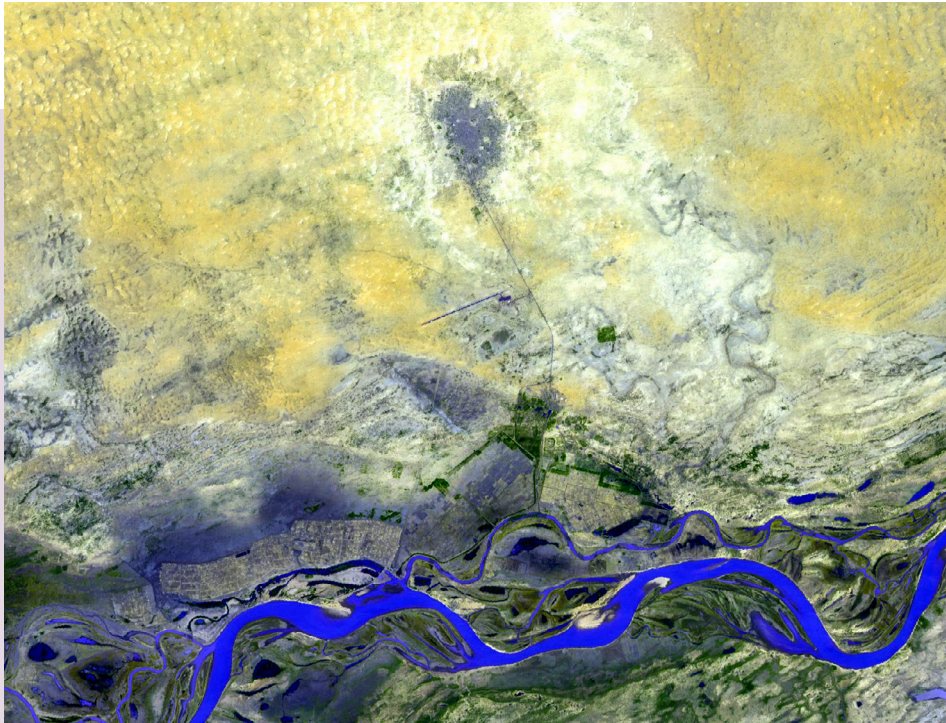


Photo Credit: NASA

## Satellite and digital imagery in Mali – demonstrating development impact.

Northern Mali has been affected by crisis and terrorism since 2011. UNDP is implementing programmes to support reconstruction, and the return of state authority. Monitoring progress in such circumstances is difficult, but UNDP has used satellite imagery and high-resolution drone photography to monitor progress. Images collected at certain intervals depict construction sites and progress such as the removal of debris, or the construction of walls, fences, and other structures.

Over time digital imagery tracking shows development changes around project sites, such as more people using paved roads, and increased traffic to medical facilities. In the future digital imagery may be combined with more targeted digital advocacy campaigns, and virtual or augmented reality, to provide a more immersive experience and a more powerful demonstration of development impact.

## 3.4. Digital transformation pathway 2 - future state

*This section outlines where we want the second transformation pathway to lead.*

### Objective 2.1 - Unleash knowledge within UNDP (Future State)

- ◆ **UNDP systematizes existing knowledge** to achieve better impact and value for money by identifying, cataloguing, connecting, and sharing information, thereby developing valuable new insights relevant for partners and staff.
- ◆ An **integrated knowledge management system** streamlines existing platforms and enables user-friendly and easy access to knowledge; lessons learnt are established using intelligent solutions to provide insights for future development settings. A central and up-to-date knowledge hub with clear knowledge ownership rules will be set up.
- ◆ Staff are better **digital consumers**, meaning they have more capability and confidence in commissioning and managing programmes that incorporate digital technologies.

### Objective 2.2 - Utilize the power of UNDP's data (Future State)

- ◆ UNDP is the **most trusted development partner in the world** thanks to our **reliable data**. The quality and timeliness of that data is strengthened. Data is used to design, monitor and evaluate programmes, improve and create new solutions and devise new business models.

- ◆ A **centralized analytics team** works directly with all bureaus, streamlines and links data across the organization, and promotes data governance and structures to turn data into insights on which to make decisions.
- ◆ Staff frequently use centrally accessible data and are supported by automated analysis to make sense of it and to encourage a rigorous data-driven decision-making culture across UNDP.

### Objective 2.3 - Leverage digital to increase cost effectiveness (Future State)

- ◆ Cost-effectiveness is increased and quality of management services improved through means such as **digital automation, self-service, and other technologies**.
- ◆ Staff apply **agile, lean, and other methods** to design and deliver quality services for UNDP and the broader UN development system.
- ◆ UNDP's digital architecture provides **flexibility, scalability and reuse** which is cost-effective and meets the user's needs.



## **STREAM Analytics Software – future forward system development approaches**

STREAM is a suite of applications developed by UNDP for decision making, analysis, and management of country regional and central offices. Drawing from UNDP data, it provides an intuitive, visual representation of financial and performance data.

It enables users to understand the 'big picture' while also drilling down to the details. The system provides a glimpse of the future of UNDP. It was created by the business and IT units. It embraces open source IT and uses UNDP's data warehouse to create meaningful analytics.



# 04

## Becoming digital: how will UNDP transform?

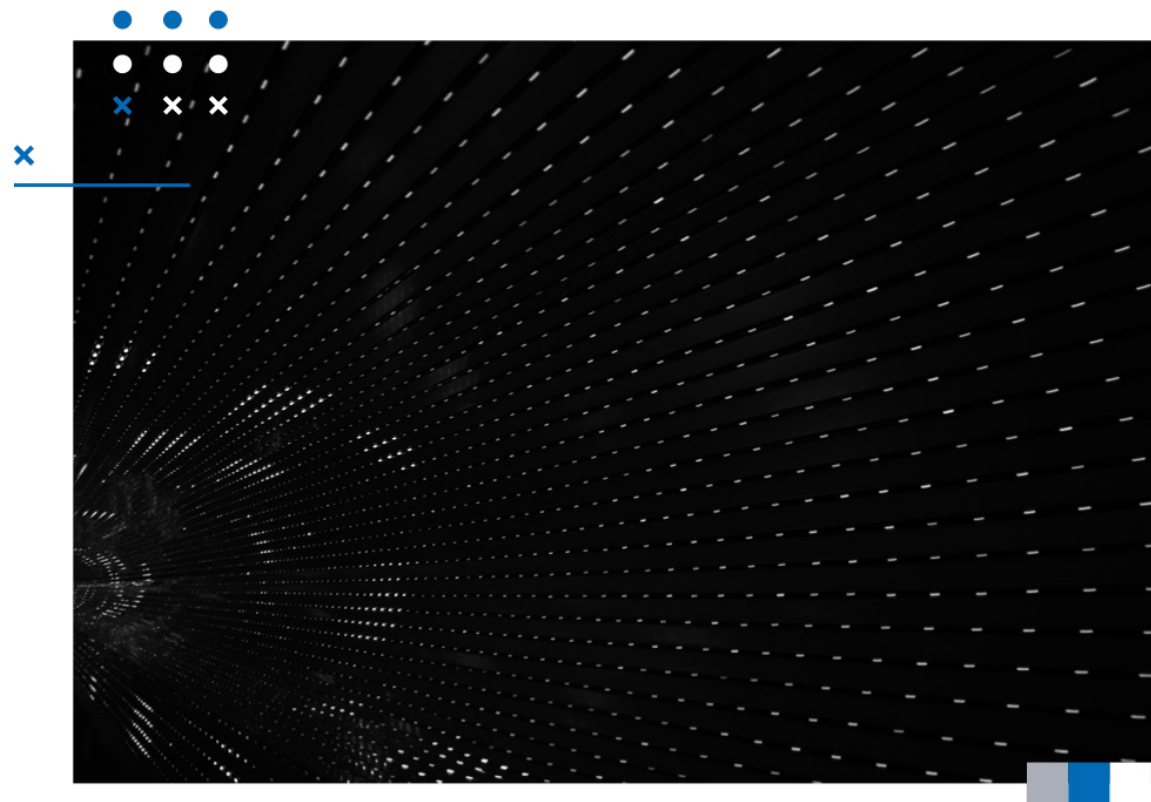
*This chapter explains how the Digital Strategy will be implemented through an Activation Plan, which establishes the conditions and necessary triggers to stimulate a change in the way UNDP colleagues think about and approach their work through the lens of different digital technologies.*

The Activation Plan is informed by these core principles:

- ◆ Digital enables the business
- ◆ Capacity should serve clients first
- ◆ Data is knowledge
- ◆ Start small and scale fast

### 4.1 Digital Strategy Activation Plan

The Digital Strategy Activation Plan runs through to the end of 2021, in unison with the Strategic Plan. The Activation Plan consists of three workstreams that will establish a foundation upon which the entirety of UNDP can seek out and embrace existing and emerging digital technology to better serve its partners in their efforts to achieve the SDGs. The workstreams balance top-down direction setting with bottom-up creativity and appreciation of UNDP's existing digital ecosystem and assets.

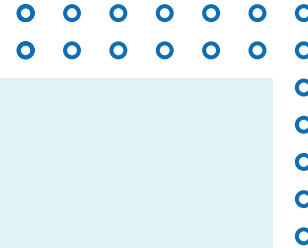


## Becoming digital: how will UNDP transform?

### Workstream 1:

#### Establish leadership for the Digital Transformation

- ◆ The **Chief Digital-UNDP Officer (CDO)** is a new senior level position that “drives” the Digital Strategy and is responsible for aligning it with the UNDP Strategic Plan. The CDO will be at the intersection of IT and the business of the organization to drive the digital transformation based on business priorities. The role will become obsolete after digital is embedded throughout the organization. A new digital governance mechanism will equip the CDO with the right tools and transparent decision-making processes to support investments. The CDO will work closely with the lead of UNDP’s Office of Information Management and Technology to ensure effective translation of business needs. The CDO will interact with the all bureaus to tap into resources which are currently using digital within their work.
- ◆ **Digital Champions** will have a passion and enthusiasm for digital technologies and will help identify business related digital needs as well as promote digital capabilities and initiatives. They will drive digital learning and skill-building via constant exchange and interaction. A Champions Community within the Community of Practice network will be established to provide a knowledge exchange forum. An incentive system will be introduced to raise awareness and motivation for the Digital Champions programme.



## Becoming digital: how will UNDP transform?

### Workstream 2: Enable IT to deliver the digital transformation

- ◆ **Aligning the IT Strategy and Digital Strategy** will be crucial: To exploit the usage of digital information, and leverage UNDP's vast data assets, we require a clear data strategy and adequate data governance, including a process for aggregating, collecting and evaluating UNDP and third-party data. Future IT sourcing and vendor management will be redefined and described as part of the IT Strategy to leverage the Office's knowledge.
- ◆ **Service-oriented IT as business partner:** UNDP's IT capabilities will be strengthened to establish a proactive, service-oriented IT service. This will be achieved first, through methods, processes and skillsets with a modular customer-centric technology that is flexible enough to quickly develop new services. A core IT infrastructure that prioritizes high-quality data management and security to maintain the reliability of core business services will be needed. It will also be important to apply new methods of delivering IT services such as DevOps and Design Thinking to better respond to internal and external customer requests.

### Workstream 3: Empower and inspire the businesses and increase their digital capabilities and capacities

- ◆ **Foster innovation:** A digital innovation process will be instituted and embedded within UNDP's ongoing innovation efforts. Micro-budgets and decision rights will be delegated to foster bottom-up innovation, and faster and more risk-informed decisions.
- ◆ **Digital literacy:** A capability assessment will be undertaken to identify focus areas for future competencies and existing internal digital skill demands. A learning curriculum, including internal trainings and external

webinars will support staff learning needs. The goal is to create a unified language and common understanding of digital concepts and capabilities across all of UNDP. This will include key issues such as privacy and cybersecurity. Capabilities of UNDP colleagues will also be built through the cross-functional teams established around different initiatives, which will create spaces for testing, designing, and learning.

- ◆ **Digital communication:** A CDO communication channel will facilitate the sharing of best practices, and success and failure stories throughout the organization. The Digital Champions will be voices of change that reinforce UNDP's digital transformation. Both the CDO communication channel and the Digital Champions will promote a unified digital branding that guides how we present ourselves to our partners. The infrastructure and functionalities of UNDP's website must be redesigned based on users' needs and expectations to ensure that all relevant information is up-to-date and easily accessible.
- ◆ **Alliances & ecosystem:** The existing partnership strategy and external communication strategies will be strengthened by defining digital customer experience journeys. Digital channels will be expanded to ecosystems at country, regional and global levels.
- ◆ **Lighthouse initiatives:** Digital Lighthouse initiatives will be undertaken as short-term projects with demonstrable impact that contribute to one or more of the digital objectives within the transformation pathways. The initiatives will serve as a role model to inspire and inform the organization on the potential power of digital technologies. The Digital Lighthouse initiatives will be prioritized, selected and successfully executed based on agile management principles.

## 4.2 Measuring our progress

A key part of UNDP's digital transformation is regularly measuring our progress towards the future states that have been articulated in this Strategy. That way we can identify issues and react by adjusting the Digital Strategy or by reallocating resources based on performance. To ensure tracking, target metrics will be established at the outset of the Digital Strategy. Individuals will be accountable for each metric. Progress towards the objectives will be included as part of the regular updates provided by the CDO in the Digital communication channel.



# 05

## Glossary

### Artificial Intelligence (AI)

AI is a term for simulated intelligence in machines. These machines are programmed to “think” like a human and mimic the way a person acts. Characteristic of AI include the ability to rationalize and take actions that have the best chance of achieving a specific goal and even the abilities to learn and solve problems.

### Blockchain

A blockchain is a growing list of records, called blocks, which are linked using cryptography. It is an open, distributed ledger that can record transactions between two parties efficiently and in a verifiable and permanent way. Business Model A business model is a plan on how to execute a strategy. It describes how value is produced, delivered and monetized.

### Chief Digital Officer (CDO)

In an organization the CDO is a senior leadership function that should adopt the business model by building up digital capabilities. She or he brings expert technical knowledge and is an effective generalist.

### Customer Journey

A customer journey is a simplified list (often visualization) of all touchpoints that an average customer has with the organization. The purpose is to understand the customer and his or her behaviors and decisions better in order to improve the customer experience.

### Digital Channel

A digital channel is a form of communication that is based on technology. Thus, it enables a more transparent and direct communication between an organization and selected stakeholders (e.g. partners). It even permits a two-way communication (e.g. feedback).

### Digital Lighthouse Project

A digital lighthouse project is a short-term, well defined and measurable programme that leverages a digital technology and can serve as role model (“lighthouse”) for similar programmes across the organization.

### Digital Objective

A digital objective is a specific goal that the Digital Strategy aims to fulfil. It directly links to one or more overarching organizational goals and is measurable.

### Digital Vision

A digital vision serves as guidance to derive measurable goals and to formulate a suitable strategy focused on digital inclusiveness.

### Digitalization

The term refers to the use of digital technology to adopt fundamental ways of doing business and the business model.



**Digitization**

The term refers to the use of digital technology for the process of converting physical information into digital formats to achieve efficiency gains.

**Internet of Things**

The Internet of Things are networks of devices, vehicles and home appliances that contain electronics, software, actuators and connectivity which allows these things to connect, interact and exchange data

**Platform**

Platform is a group of technologies that are used as a base upon which other applications, processes or technologies are developed.

**Robot Process Automation**

RPA Automation is an emerging form of business process automation technology based on the notion of software robots or artificial intelligence (AI) workers.

**Customer Experience**

User experience encompasses all aspects of the end-user's interaction with the company, its services and its products.

**Value Chain**

A value chain is a high-level model that describes through which steps and activities (front functions e.g. manufacturing or back functions operations) an organization produces, promotes and delivers a product or service.



UNDP Digital Strategy  
[digitalstrategy.undp.org](https://digitalstrategy.undp.org)