Measuring the Wider Value of UNESCO

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Aim of this study

Wider value

direct

indirect

United Nations Educational, Scientific, Cultural Organization

195(9)

HM Government

United Kingdom National Commission for UNESCO
The current Wider Value approach

- Primarily financial focused but recognises the limitations of not capturing non-financial value – such as social and environmental benefits (page 3)

Proposal for the new wider value approach:

1. Capture information (financial and wider) from UNESCO at ‘unit-level’ in the UK
2. Relate the wider impact to ESCC and link it to Government KPI’s and priorities including Overseas Territories
3. Use the findings from the ‘Wider Value Scorecard’ as a feedback system for UKNC
Balanced Scorecard

Measurement and Reporting

Alignment and Communication

Enterprise-wide Strategic Management

1992

1996

2000

Articles in Harvard Business Review:

- “The Balanced Scorecard — Measures that Drive Performance” January - February 1992
- “Putting the Balanced Scorecard to Work” September - October 1993
- “Using the Balanced Scorecard as a Strategic Management System” January - February 1996

Acceptance and Acclaim:

- “The Balanced Scorecard” is translated into 18 languages
- Selected by Harvard Business Review as one of the “most important management practices of the past 75 years.”

Balanced Scorecard (BSC)

- **Financial**
  - “To succeed financially, how should we appear to our shareholders?”
  - Objectives | KPIs/Measures | Targets | Initiatives
  - Owners

- **Customer**
  - “To achieve our vision, how should we appear to our customers?”
  - Objectives | KPIs/Measures | Targets | Initiatives
  - Owners

- **Internal Business Processes**
  - “To satisfy our shareholders and customers, what business processes must we excel at?”
  - Objectives | KPIs/Measures | Targets | Initiatives
  - Owners

- **Learning and Growth**
  - “To achieve our vision, how will we sustain our ability to change and improve?”
  - Objectives | KPIs/Measures | Targets | Initiatives
  - Owners

Vision and Strategy

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#UNESCO
Wider Value Scorecard (WVS)

Education

Science

Vision and Strategy

Comms

Culture
Unit Level Analysis

1. Ensure protection of natural and cultural heritage.
2. Support public awareness for WH conservation
3. Encourage local participation and international co-operation in conservation of cultural and natural heritage

1. Organisations represented by the World Heritage Steering board e.g. local government, local charities, local businesses
2. New ideas or opportunities that have emerged from these partnerships
3. Evidence of groups that have been inspired by the World Heritage Status of the area but are not directly involved with the coordination of the site itself e.g. local artists, World Heritage Site volunteers
4. Number of occasions that OUV/World Heritage has influenced planning decisions
5. 
6. 
7. 
8. 
9. 
10. 

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## WVS Survey

<table>
<thead>
<tr>
<th>Units</th>
<th>Financial</th>
<th>Non Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Heritage</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Biosphere Reserves</td>
<td>18</td>
<td>12</td>
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<tr>
<td>Global Geoparks</td>
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<td>14</td>
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<td>IHP</td>
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<tr>
<td>IOC</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Memory of the World</td>
<td>18</td>
<td>12</td>
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<tr>
<td>UNESCO Prizes</td>
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<td>8</td>
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<tr>
<td>Creative Cities</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>UNESCO Chairs</td>
<td>18</td>
<td>19</td>
</tr>
</tbody>
</table>
Financial Indicators

- Central/devolved government funded
- Local authority
- UK Research Funding
- Other public institution
- Private investment
- Private legacies
- NGOs
- Tourism revenue
- Heritage Lottery Fund
- Other non-Government
- UK sources
- EU funding
- Research grants from overseas
- UNESCO funding
- Other UN funding
- Other sources of non UK funding
Financial Indicators

\[
\left\{ \sum_{i=1}^{n} (IS^1 + IS^2 + \ldots + IS^n) - \sum_{i=1}^{n} (OC^1 + OC^2 + \ldots + OC^n) \right. \\
+ \ldots + OC^n) + (AC^1 + AC^2 + \ldots + AC^n) \right. \\
\left. + \sum_{i=1}^{n} II^1 + \ldots II^n \right. \right] = C
\]

i=unit (1,n)
IS = Income Source
OC = On-going Cost (fixed + variable)
AC = Application Cost (fixed)
II = Indirect Income (fixed + variables)
C = Financial Contributions
Financial and Non-Financial Indicators

1. Central/devolved government funded
2. Local authority
3. NGDP
4. UK Research Funding
5. Other public institution
6. Private investment
7. University funding
8. Private legacies
9. NGOs
10. Tourism revenue
11. Heritage Lottery Fund
12. Other non-Government
13. UK sources
14. EU funding
15. Research grants from overseas
16. UNESCO funding
17. Other UN funding
18. Other sources of non UK funding

1. Brand value
2. New opportunities
3. Local influence
4. National influence
5. International influence
6. Local profile
7. Local/regional events/exhibitions
8. Training provision/Education
9. International Conferences
10. Visitor numbers
11. Papers published
12. Student influence
Feedback to UKNC: Priorities

**Wider Value Scorecard**

- Financially Strong
- Delight the Consumer
- Win-Win Relationship
- Safe & Reliable
- Competitive Supplier
- Good Neighbor
- Quality
- Motivated & Prepared
- Return on Capital Employed
- Mystery Shopper Rating
- Dealer/Pioneer Gross Profit Split
- Manufacturing Reliability Index
- Days Away from Work Rate
- Laid Down Cost vs. Best
- Competitive Ratable Supply
- Environmental Index
- Quality Index
- Strategic Competency Availability

**Strategic Measures**

- Improve Returns
- Improve Operating Efficiency
- Broaden Revenue Mix
- Increase Customer Confidence in Our Financial Advice
- Increase Customer Satisfaction Through Superior Execution
- Increase Employee Productivity
- Access to Strategic Information
- Develop Strategic Skills
- Align Personal Goals

**Strategic Objectives**

- Financial Perspective
- Customer Perspective
- Internal Perspective
- Learning Perspective
- Cross-Sell the Product Line
- Shift to Appropriate Channel
- Provide Rapid Response
- Develop New Products
- Minimize Problems
- Understand Customer Segments

**Initiatives & Programs**

**Performance**

**INSIGHT HARVESTING**

“Testing hypotheses and capturing learning”

**THE MANAGEMENT MEETING**

“Team Problem Solving”

**FOLLOW-UP ACTION**

“Closing the loop”

**strategic learning loop**

**update the strategy**

**reallocate priorities**

**operational control loop**

**dialog**

**results**

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Further Information and Help

- If you are keen to know more about the methodology or want further help in developing a WVS for your National Commission, can you please contact us via:
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  - Phone: +44 (0) 20 7 766 3492