

# Mid Term Review of the Strategic Plan 2014-2017

## Refinement of the Results Framework

UNICEF Executive Board  
Informal Consultation

5 February 2016

unite for  
children

unicef 



## Background

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The Executive Board approved the Strategic Plan 2014-2017 at the Second Regular Session in September 2013, and the Results Framework at the Annual Session in June 2014.

Paragraph 4 of the Board Decision 2014/8 on the Results Framework:

‘Notes that the exact formulation of the indicators, milestones and targets of the final results framework will continue to evolve and should, where appropriate, be further refined in consultation with Member States, ...’.

## Background (cont'd)

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Rounds of consultations have been held with the Executive Board to revise the Results Framework:

1. March 2015: revising indicator wording and baselines and targets to enable:
  - Differentiation of UNICEF's contribution from others
  - Quality monitoring information from Country Offices
2. December 2015: proposals for revising targets

Full review of the Results Framework, including targets deferred to Mid Term Review

## Background (cont'd)

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Feb 2016 (today): proposals for:

1. Adjustment of targets due to change in baselines
2. Rewording of indicators for ease of data collection
3. Annual milestones, in accordance with Executive Board Decision (2015/7) on presentation of a corporate scorecard
4. Additional indicators – to strengthen the Theory of Change underpinning the Strategic Plan

## 2. Adjusting targets

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### Issue

Targets (57 in programme and 17 in E&E) need to be adjusted (**blue** cells) due to changes in baselines.

Example:

Output indicator	Baseline	2015 Milestone	2016 Milestone	2017 Target
P6.e.2 Countries that have revised or improved child protection policies on the basis of a gender review supported by UNICEF	33	38	53	70 <del>48</del>

### Proposed solution

Adjust targets on the basis of most recent country data

### 3. Rewording of indicators

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#### Issue

The wording of 24 indicators (18 in programme and 6 in E&E) need to be adjusted to ease data collection or to align with global indicators (green cells)

P6.d.5 UNICEF-targeted children associated with armed forces and groups who have been released and reintegrated with their families, and receive appropriate care and services



UNICEF-targeted children released from armed forces and groups who were reintegrated

#### Proposed solution

Adjust wording in 24 indicators and as a result amend the corresponding target values

## 4. Strengthening the Theory of Change

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### Issue

19 indicators need to be added to strengthen the Theory of Change (pink cells)

Example 1:

- *P2.b.5 Countries where 80% of health facilities are providing pediatric ART*: Addresses gap in causal chain for P2.1 Countries with at least 80% coverage of antiretroviral treatment (ART) among all children aged 0-14 years and adolescent girls and boys aged 10-19 years living with HIV

## 4. Strengthening the Theory of Change

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### Example 2:

- *P5.e.5 Countries where girls' secondary education, in terms of enrolment, retention, and completion is a recognized, targeted and budgeted education priority: Strengthens the causal chain for P5.1 Countries with primary/lower secondary school age out-of-school rate below 5%, disaggregated by sex*

### **Proposed solution**

Include proposed indicators to strengthen the Theory of Change and remove those that lack reliable data

## 4. Strengthening the Theory of Change

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### Issue

Propose to drop 3 indicators due to lack of reliable data or duplication (~~pink~~ cells):

- P3.c.3 Countries with a an annual budget for basic sanitation that is at least 0.5% of GDP (lack of reliable data with regular update – proxy being sought)
- P5.d.2 Number and percentage of UNICEF targeted children in humanitarian situations with access to humanitarian education programmes that have incorporated psychosocial support (due to duplicated content with P5.d.3)
- P7.5 Countries in humanitarian situations that systematically consult affected populations as part of humanitarian interventions (due to lack of data and difficulty in operationalizing “systematically consult affected populations” – proxy being sought)

## 5. Annual milestones

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### **Issue**

Decision 2015/7 (3)

‘Requests UNICEF to... introduce a scorecard, in consultation with members of the Executive Board, on development and organizational performance’.

Some Executive Board members have previously requested annual milestones for SP outputs

### **Proposed solution**

Formulate milestones for output indicators to be able to produce an annual scorecard

## Summary of proposed changes

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1. Data gaps – 98% filled. Remaining will be filled upon receipt of data
2. Adjusted baselines and targets completed:
  - For outcomes according to the most recent global estimates
  - For outputs to reflect UNICEF's contribution to results in a stricter way
3. Rewording of indicators completed:
  - For ease of measurement and data collection

## Summary of proposed changes (cont'd)

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1. Strengthening the Theory of Change:
  - New indicators proposed
2. Drop indicators when data sources do not exist despite persistent efforts
3. Develop annual milestones for output indicators:
  - For more frequent tracking of results
  - Development of corporate scorecard

## For discussion/Member State feedback

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1. Do Member States have any questions or suggestions about any of the proposed revisions and additions?
2. Do Member States endorse the use of the updated Results Framework as the basis for related reporting in June 2016?
  - The MTR report/EDAR
  - Addendum
  - Scorecard and Data Companion