

Mid Term Review of the Strategic Plan 2014-2017

Scope and Process for Revision of the Results Framework

UNICEF Executive Board
Informal Consultation

December 1, 2015

Background

- 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

- In March 2015, UNICEF presented to the Executive Board proposals for revising indicator wording and baselines and targets of the Strategic Plan to enable:
 - **Differentiation of UNICEF's contribution from others**
 - **quality monitoring information from Country Offices**
- Subsequently the adjusted baselines and wording of indicators were presented in the EDAR and Data Companion at the Annual Session of the Board in June 2016.
- The Executive Board however deferred the full modification of the Results Framework, including adjustment of targets to the Mid term Review of the Strategic Plan

Background

- This presentation outlines a proposed scope and process for the MTR of the SP Results Framework for Executive Board feedback and guidance, including:
 1. Adjustment as needed of baselines and targets, including
 - Filling in all missing data
 - Finalize adjustment of baselines and targets
 - Enhanced provision of data for tracking UNICEF's contribution to outcomes
 2. Approval of supplemental indicators for purposes of strengthening the Theory of Change underpinning the Strategic Plan
 3. Approval of milestones for 2015 and 2016 – to enable assessment of progress on an annual basis

1. Revision of baselines and targets

- Issue:
 - 14 indicators still missing baselines and targets
 - Adjusting baselines and targets on the basis of most recent data and to meet requirements of stricter guidance on UNICEF's contribution to results
- Proposed solution:
 1. Fill all 14 missing data gaps in baselines and targets
 2. On the basis of most recent data from country household surveys and global estimates, adjust impact and outcome baseline information to reflect more closely the situation at the start of the Strategic Plan (some 9 impact and 20 outcome baseline indicators will be adjusted)

1. Revision of baselines and targets (cont'd)

- Proposed solution (cont'd):
 3. On the basis of most recent data from country household surveys and global estimates, adjust impact and outcome targets – to reflect adjusted baselines (some 9 impact and 27 outcome related targets will be adjusted)
 4. Adjust output targets to match the baselines that were adjusted in March 2015 – in support of stricter guidance on UNICEF's contribution (some 32 output targets will be adjusted)
 5. For selected output indicators, match indicator wording with available sources of data (some 14 outcome and 17 output indicators will have wording revised to match available data)
- Request for guidance:
 - Does the Executive Board support the idea of using revised baselines, targets and indicator wording in the forthcoming EDAR + MTR report and Data Companion + SP Report Card?

2. Revision of indicators

- Issue:
 - Provide enhanced data for tracking UNICEF's contribution to outcomes
 - Continued absence of data source for selected indicators
- Proposed solution
 - Reword affected 14 output indicators to reflect proxies
 - Drop one outcome indicator and four output indicators
- Request for guidance
 - Does the Executive Board support rewording affected indicators and dropping one outcome indicator and four output indicators?
 - Does the Executive Board support using revised indicators in EDAR + MTR report and Data Companion + SP Report Card

3. Additional Indicators

- Issue:
 - The 2014 Results Framework does not include all necessary indicators to trace UNICEF contribution to some results chains
- Proposed solution:
 - 23 supplemental indicators have been developed to fill the gaps in the Theory of Change underpinning the Strategic Plan. Data sources have been established for these
 - Endorse use of supplemental indicators to complete the results chains
- Request for guidance:
 - Does the Executive Board support including supplemental indicators in the Results Framework of the Strategic Plan?
 - Does the Executive Board support using supplemental indicators in EDAR + MTR report and Data Companion + SP Report Card?

4. Annual milestones

- 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 of the SP
- Request for guidance:
 - Does the Executive Board support using proposed milestones in EDAR + MTR report and Data Companion + SP Report Card?

Next steps

- Share complete draft of refined Results Framework at the next Informal Consultation of the Executive Board in February 2016, as per guidance received today
- On the basis of the draft refined Results Framework prepare the EDAR + MTR report and annexes, including the Data Companion and Report Card for consideration at the Annual Session of the Executive Board in June 2016