Briefing for the Executive Board: Midterm Review 2018-2021

14 Nov 2019
RECAP
**2018-2021 Strategic Plan Commitments**

**WHERE we want to be:**
- Eradicating poverty in all its forms and dimensions and keeping people out of poverty;
- Accelerating structural transformations for sustainable development through innovative solutions across the SDGs;
- Building resilience to crises and shocks, in order to safeguard development gains.

**WHO we want to be:**
1. Strengthened relevance as a trusted partner in a complex and evolving development landscape;
2. More nimble, innovative and enterprising – a thought leader that succeeds in taking and managing risks;
3. More effective and efficient in utilizing resources to deliver results.
Strategic - ‘big picture’ changes and mega-trends that impact UNDP’s work

Higher-level insights into development and institutional performance

Assess overall performance

Look towards 2020-2021 and the next SP

Analytical without being data dense

Explain investments in internal transformations

Incorporate lessons learned
MTR Approach

- **Self Assessed:** UNDP's best understanding of its performance
- **Linked:** MTR of the integrated budget
- **Reliant on internal data sources:** full use of in-house resources
- **Selectively using commissioned analyses:** selected studies
- **Combined:** MTR and annual report of the Administrator
- **Joined up internally:** whole of UNDP effort co-led by ExO and BPPS/DE
Main Analysis

Integrated Results Reporting Framework (IRRF) and Results Oriented Annual Report (ROAR) data collection

But…
Beyond the IRRF – Getting to #NextGen

UNDP

Exchanging the multidimensional approach & Integration

Powering UNDS reform

Innovation

Effective and efficient management
A Learning Organisation

- An emphasis on lessons learned
  Drawing on evaluations
- Partnership survey
  Is UNDP a valued partner?
- Constantly changing environment
  Adjusting with the reforms
- Engaging member states & other partners
NEW WAYS OF ANALYSING OUR DATA
Blended Analysis for Lessons Learning

**Statistical Research**
- To identify factors contributing to the achievement of results (target beneficiaries, working with UN agencies, SSC, multi-dimensional approaches, etc.)

**Machine Learning (AI)**
- To find positive and negative insights from big qualitative results data (ROAR, evaluations, etc.)

**Traditional Performance Analysis (IRRF)**
- To find where we are in achieving IRRF targets at the mid-point

**Partnership Survey**
- To triangulate UNDP’s own findings with the view of our partners.

**Lessons Learning for decision making**
UNDP’s Approaches / Partners (Project Marker)
- Hows Marker (key functions)
- LNOB Marker (key beneficiaries)
- Gender Marker
- Joint Programme Marker
- Partner Marker
- SSC Marker
- Humanitarian Marker

UNDP’s Multidimensional Approach (Combination of Signature Solutions)

UNDP’s Institutional Effectiveness (from IRRF Tier 3 Indicators)
- Management Efficiency Ratio
- Quality of Decentralized Evaluations
- Financial Data Quality
- Implementation of Audit Recommendations
- Staff Engagement Index, etc.

Performance Factor Analysis
UNDP will try to identify factors contributing to the achievement of results based on the hypotheses made in the Strategic Plan.

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Statistical Research

Development Results
By Signature Solutions

Y - Dependent Variable

X - Independent Variable

SS1 SS2 SS3 SS4 SS5 SS6

X - Independent Variable

X - Independent Variable
10 Observations were found by human analysis.

1. XXXXX
2. XXXXX
3. XXXXX
4. XXXXX
5. XXXXX
6. XXXXX
7. XXXXX
8. XXXXX
9. XXXXX
10. XXXXX

BIG DATA
(Qualitative Results)

ROAR narratives
Evaluations, etc.

Lessons (both success and challenges) will be identified by machine learning algorithms.
### MTR Roadmap 2019

**August**
- Executive Board Informal
- Senior Management review of MTR analysis and approach
- Studies commissioned

**September**
- Executive Board Informal (mid Nov)
- Country Office results reporting

**October**
- MTR Task Team starts
- Results reporting - insights from narrative data

**November**
- Findings of studies completed
- Analysis of business units results reporting underway
- Senior Management review
MTR Roadmap 2020

- Evidence Review workshop – internal
- EB workshop on early evidence

January
- Country office results reporting closes (mid January)
- Executive Board Informal

February
- Senior Management final approval
- Submission of edited version of MTR to EB Secretariat

March
- Annexes finalised
- EB workshop on early evidence

April

May
- Annual Session of the Executive Board

June
- Informal sessions with the EB