Training Toolkit on Effective National to Local Public Governance for SDG Implementation
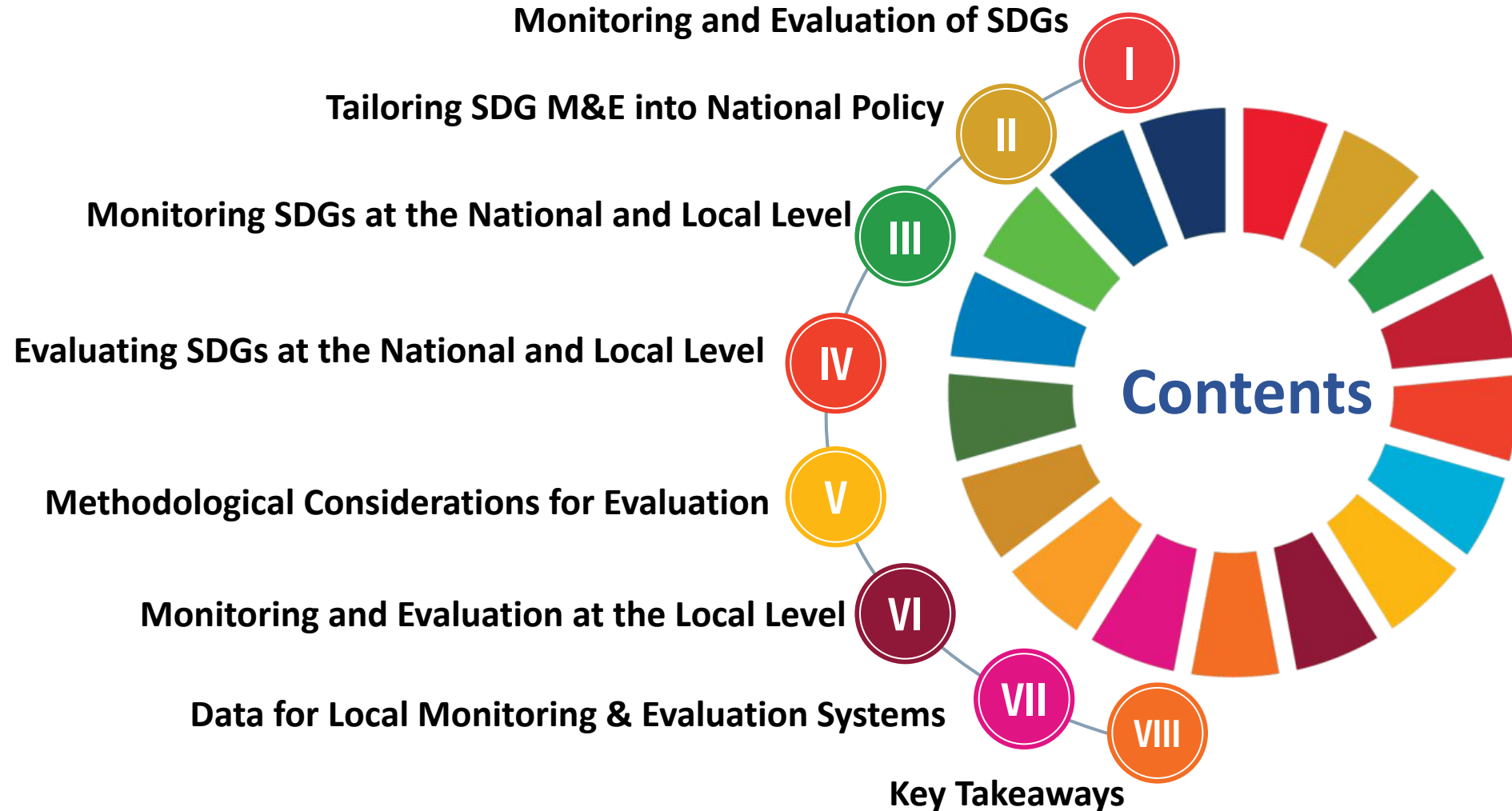
Monitoring and Evaluation

Module 4.1

Monitoring and Evaluation of SDGs — I

Tailoring SDG M&E into National Policy — II

Monitoring SDGs at the National and Local Level — III

Evaluating SDGs at the National and Local Level — IV

Contents

Methodological Considerations for Evaluation — V

Monitoring and Evaluation at the Local Level — VI

Data for Local Monitoring & Evaluation Systems — VII

VIII

Key Takeaways

Learning Outcomes

Understand the rational of undertaking M&E

Learn to integrating SDG M&E into national policy frameworks

**Learn the steps in monitoring and evaluating SDG at the national and local level**

Learn how to localizing the follow-up of the 2030 Agenda

United Nations | Department of Economic and Social Affairs

I. Monitoring and Evaluation of SDGs

The 2030 Agenda for Sustainable Development **"encourages member states to conduct regular and inclusive reviews of progress at the national and sub-national levels which are country-led and country-driven".** **(paragraph 79)**

Several challenges for national, local and subnational governments
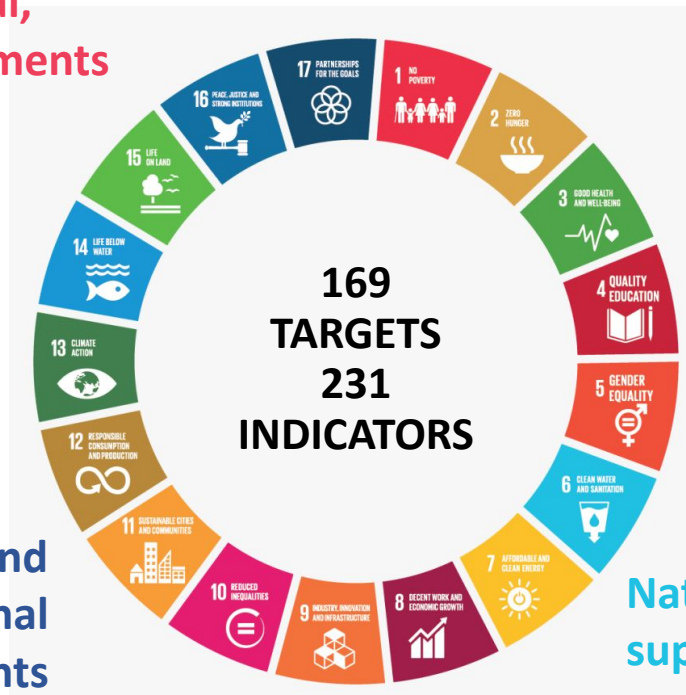
Whole-of-government strategic approach and strong stakeholder engagement

169 TARGETS 231 INDICATORS

E-Handbook on the Sustainable Development Goals Indicators

Effective coordination and collaboration between national government, local governments and citizens is needed

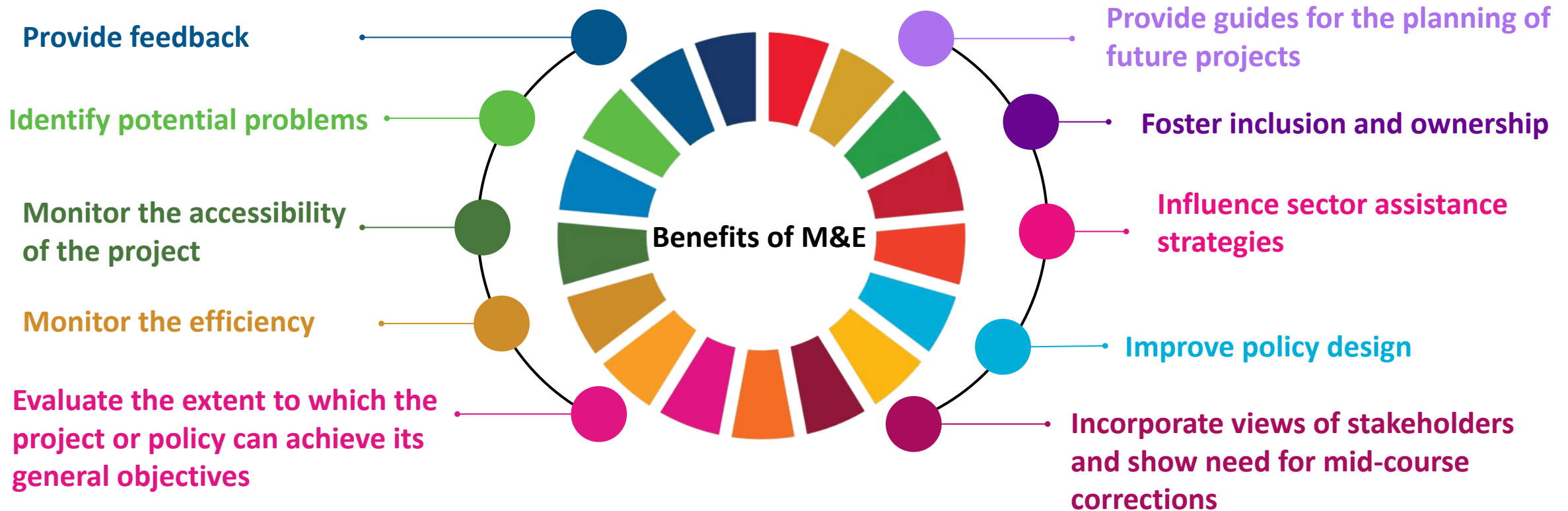**National government should support/coach local governments**

I. Monitoring and Evaluation of SDGs (Cont.)

Provide feedback

Identify potential problems

Monitor the accessibility of the project

Monitor the efficiency

Evaluate the extent to which the project or policy can achieve its general objectives

Benefits of M&E

Provide guides for the planning of future projects

Foster inclusion and ownership

Influence sector assistance strategies

Improve policy design

Incorporate views of stakeholders and show need for mid-course corrections

I. Monitoring and Evaluation of SDGs (Cont.)

Key Principles of M&E

National ownership and accountability

Participation and inclusion

Empowerment of all spheres of government

Implementable using human rights-based approach to development

Gender equality, transparency and accountability

Affordability

Quality and credibility

Action-oriented

Sustainability

Evidence-based

I. Monitoring and Evaluation of SDGs (Cont.)

Monitoring and Evaluating SDG can be undertaken at different levels, form national to regional and local level

Promote internal and external transparency and accountability in what governments do

Contribute to identifying and documenting successful programmes and approaches

Build a large body of evidence

Assist in strengthening the capacity of local and regional authorities

Ensure the urban agenda is built in the most inclusive manner possible

Allow for informed decisions regarding the future of the national policies

Ensure the 2030 Agenda receives more central attention

Contribute to increasing considered evaluation of budgeting priorities and action plans

Improve the human, technical and financial resources available for SDG implementation

Encourage policy learning and knowledge sharing

Improve reporting and collection of information about the status of SDG implementation

Provide lessons and opportunities for relevant international organizations

I. Monitoring and Evaluation of SDGs (Cont.)

Rational of undertaking M&E

Tracking progress and measuring what is happening in relation to what was planned

Improving efficiency and effectiveness

Providing a basis for accountability for results used and results achieved and supporting evidence-based decision-making;

Improving reporting to stakeholders

Promoting successful mechanisms for the development and implementation of current and future policies and projects

Improving the performance information available in time and for effective decision-making

Mitigating risks to performance

Fostering multilevel governance mechanisms

Establishing clear accountabilities assigned to results

Generating critical information for evaluation

Managing performance expectations jointly set out and owned by stakeholders

Providing recommendations and lessons to inform future policy processes

II. Tailoring SDG M&E into National Policy

> **National monitoring is the most important level of monitoring and will rely on nationally defined sets of indicators. National ownership at all levels of the SDGs is critical, and national monitoring must respond to national priorities and needs.**
>
> **UNSG (2014), para i.**

National-level monitoring

Important indicator of good policies and a crucial component of good governance

Develop a robust national M&E system and indicators as a priority

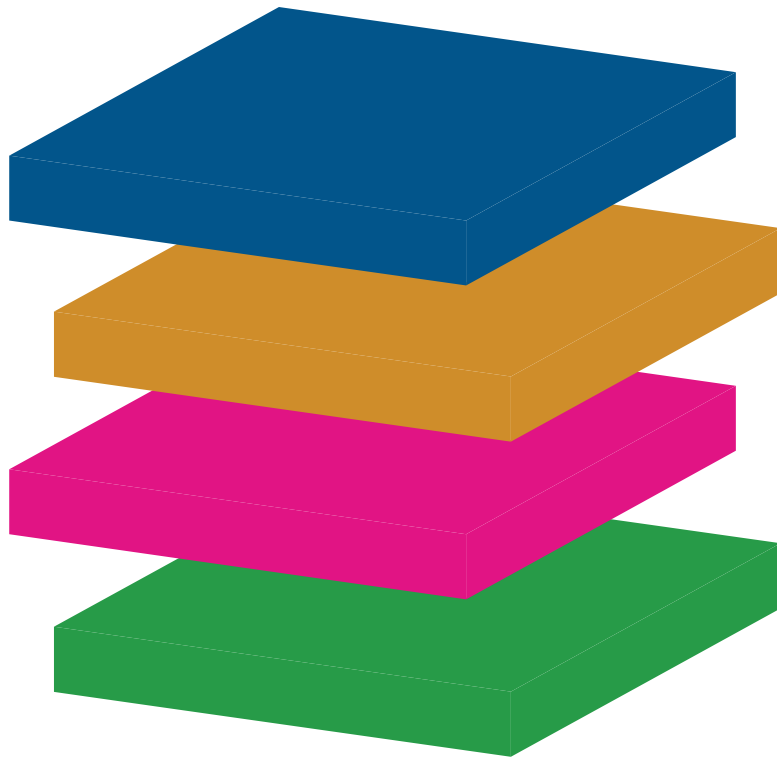**Adequate statistical legislation** are key conditions

National statistics office (NSO) is typically responsible for producing some of the data

II. Tailoring SDG M&E into National Policy (Cont.)

Building the foundation: understanding national M&E systems and practice

Loose networks of national, sectoral (or ministerial) and sub-national institutions

Systems based on parliamentary oversight

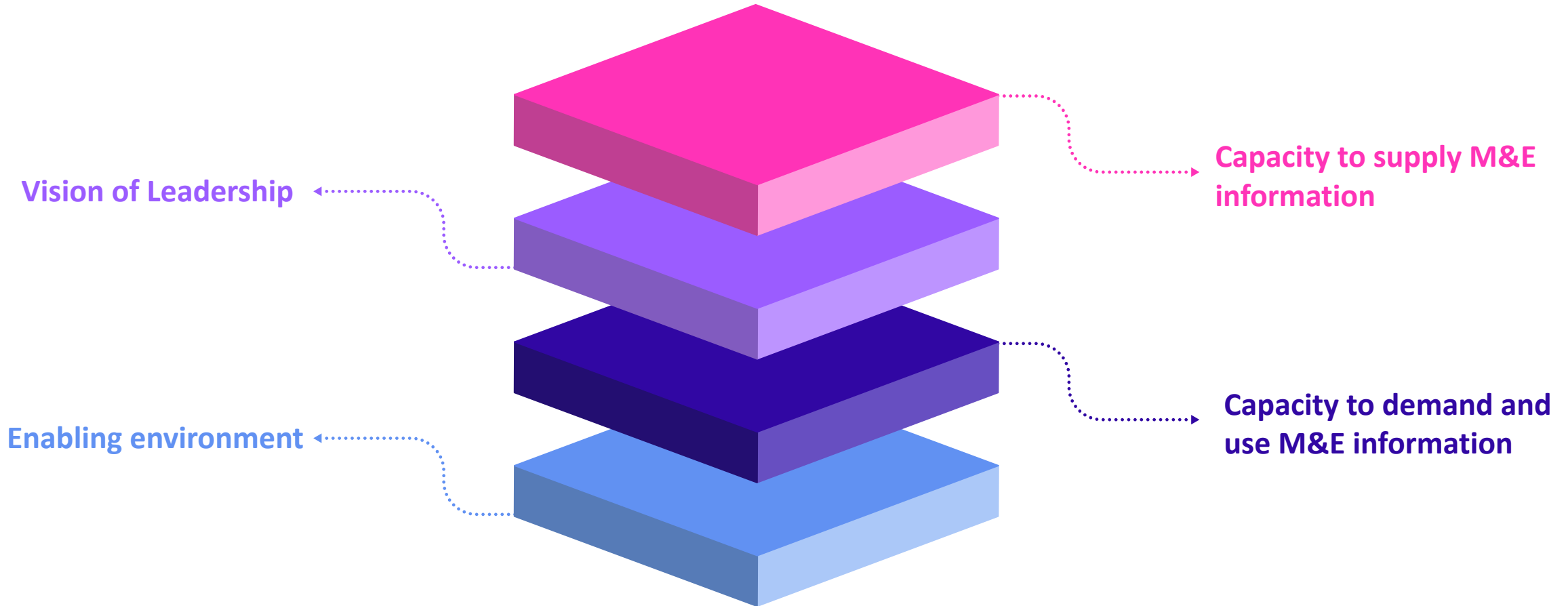**Highly centralized systems within or independent of government**

A mix of any of those

Regardless of their form or extent, **national M&E systems can provide a foundation for integrating the SDGs into national policymaking, monitoring and evaluation**

II. Tailoring SDG M&E into National Policy (Cont.)

Building blocks for developing a national M&E system for SDG

Vision of Leadership

Capacity to supply M&E information

Enabling environment

Capacity to demand and use M&E information

II. Tailoring SDG M&E into National Policy (Cont.)

Integrating SDG M&E into national policy frameworks
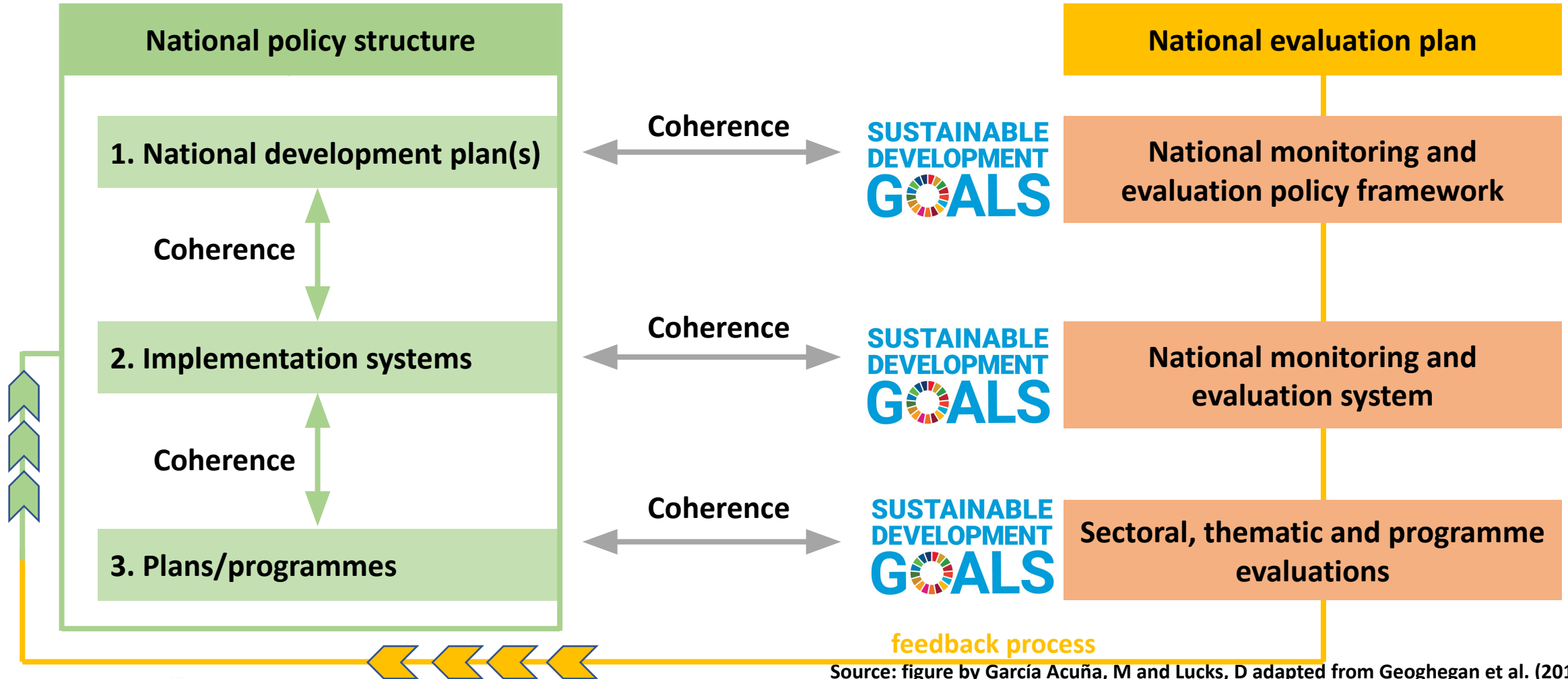
Source: figure by García Acuña, M and Lucks, D adapted from Geoghegan et al. (2019)

II. Tailoring SDG M&E into National Policy (Cont.)

Linkages to the SDGs and specific SDG targets

National Policy

For example, National Policies need to address the revised SDG target **11.a.1: number of countries that have national urban policies or regional development plans that: (a) respond to population dynamics; (b) ensure balanced territorial development; and (c) increase local fiscal space.** It is only through the establishment of a sound evaluation and monitoring framework that such a goal can be achieved, properly analyzed and evaluated.

II. Tailoring SDG M&E into National Policy (Cont.)

Establishing national mechanisms for collaboration

The role of National Statistical Offices (NSOs)
- NSOs, as the SDGs statistics focal point, should closely cooperate with the SDGs national policy focal point

Institutional arrangements for providing data on SDG indicators
- consider designating a national body to coordinate the measurement system for SDGs to achieve consistency in the work of all stakeholders

Essential dialogue with policymakers
- National and sub-national monitoring of progress towards SDGs and targets should be the result of close collaboration between statisticians and policy-makers

Recommendations for National Statistical Offices – Establishing collaboration
- inform all relevant national ministries and agencies of the SDG indicators
- consider ways to coordinate national communication and planning
- serve as focal points at the national level to coordinate the provision of statistics for SDGs
- prepare detailed national road maps or plans of action
- organize meetings with main data users to improve understanding of their needs
- consider establishing technical thematic working groups

II. Tailoring SDG M&E into National Policy (Cont.)

The policy cycle: linking M&E with policy, planning, budgeting and management

Review policy
Review past planning & budget period

Develop policy & begin planning
Set objectives, policies, strategies & priorities

Evaluate & audit The efficiency & effectiveness of activities

Prepare budget
Allocate resources

Monitor activities & account for expenditures

Implement & manage planned activities
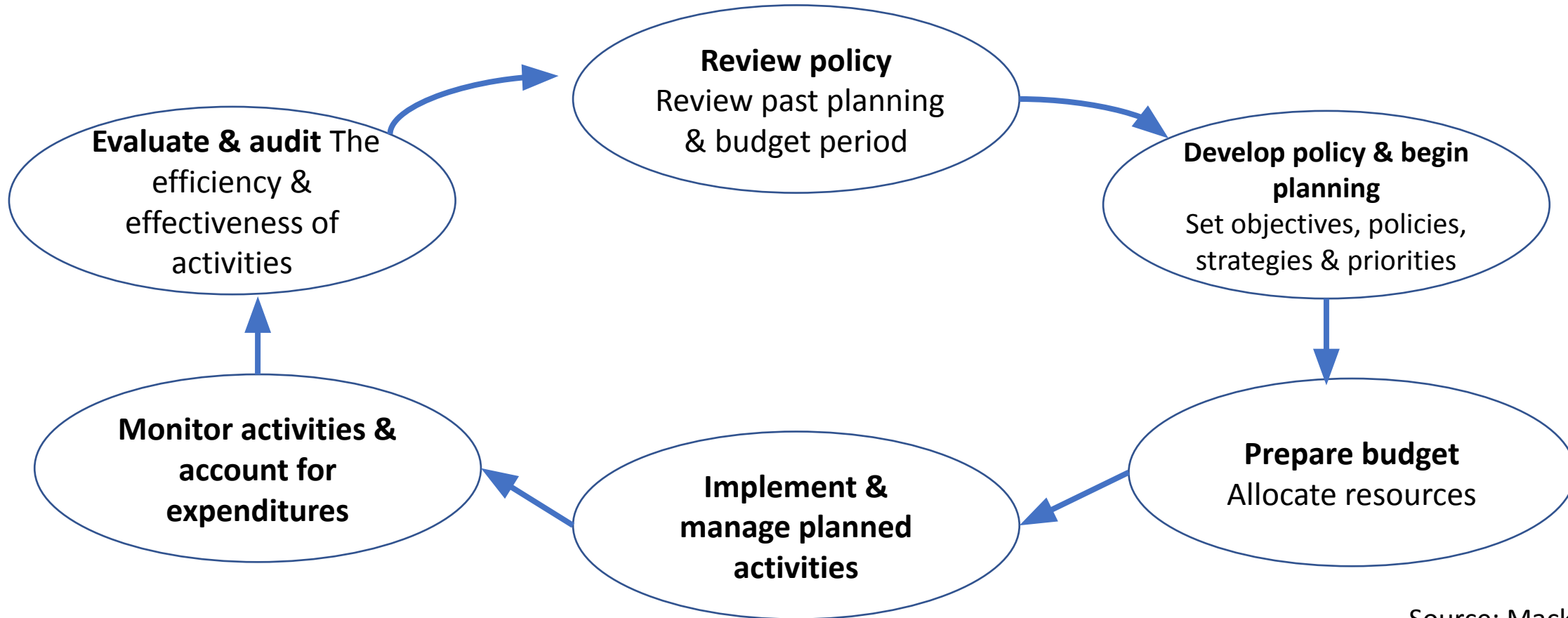
Source: Mackay (2010)

II. Tailoring SDG M&E into National Policy (Cont.)

'Critical success factor' checklist for developing a national M&E system

Drivers	• What is driving the demand for M&E? • What are the broad goals of the exercise?
Uses	• How will M&E information be used, by whom and for what audience(s)? • Are there real needs for information that are currently not being met?
Leadership	• Is leadership supportive? Is it leading the way? • Is there a 'champion' for the M&E exercise?
Commitment	• Is there commitment to launch an M&E exercise and to sustain it? • What will serve as the basis to ensure that an M&E system gets implemented and sustained?
Resourcing	• Where will the financial resources to develop systems, and hire and train skilled personnel come from? • Will organizations be required to internally reallocate, or will they be given new money?
Accountability	• Who will be accountable for ensuring that an M&E system is a functioning part of the public sector? • Have roles and responsibilities been firmly established?

Source: Lahey (2006)

II. Tailoring SDG M&E into National Policy (Cont.)

'Critical success factor' checklist for developing a national M&E system

Technical capacity
- Is there a capacity (data systems and infrastructure) to collect reliable data and report credible information?
- Is there an adequate analytical capacity (skilled personnel)?
- Are there existing institutions that could serve as credible partners (e.g. national statistical agency, research institutes)?

Infrastructure
- Is there a policy and a set of standards in place that describe roles, responsibilities and expectations for the operation of the M&E system and the use of M&E information?
- Are the organizations and units that collect and analyze M&E information structured and adequately resourced (budget and human resource capacity)?
- Is the M&E information that gets reported credible, timely and responding to the priority issues?

Infrastructure to use M&E information
- Are there formal policies or requirements on how performance monitoring and evaluation information gets used by organizations?
- What are the incentives within an organization for using M&E information (rewards and/or sanctions)?
- Are there formal or informal vehicles/mechanisms/forums for reporting, sharing or tabling M&E information?
- Is results-based performance factored into personnel assessments?
- Are civil society, the private sector and other social partners actively involved in the national M&E system?

Source: Lahey (2006)

II. Tailoring SDG M&E into National Policy (Cont.)

'Critical success factor' checklist for developing a national M&E system

Oversight

- How will the system be monitored over time to ensure that it is functioning as expected and to the level expected?
- Does the national audit office play any role in monitoring the M&E system and the use of performance information across government?
- Is there a policy centre (e.g. within a central ministry) to monitor implementation?
- Will the performance of the M&E system be measured and adjusted as necessary?

Values and Ethics

- Is there a formal code of conduct describing accountabilities and expected behaviour for officials in the public sector (e.g. transparency, access to information, fair and balanced reporting, accountability)?
- Is this code well understood and adhered to by all?
- Is 'speaking truth to power' considered appropriate in the public sector and nationally?

Sustainability

- What requirements/safeguards are there to ensure that the M&E system will be made sustainable?

Source: Lahey (2006)

II. Tailoring SDG M&E into National Policy (Cont.)

Monitoring implementation of the 2030 Agenda in Estonia

Compilation of indicators on sustainable development

Indicators of Statistics Estonia Statistics Database

Statistics from Statistics Estonia for Eurostat

Statistics for the OECD from Statistics Estonia (2010)

Statistics Estonia

The Parliament

The Government

Ministry of Finance

Commission on Sustainable Development

Government Office

Intra-Ministerial Working Group on Sustainable Development

Estonian Report on the EU Strategy for Sustainable Development

E21 Estonia´s Sustainable Development Strategy Sustainable Estonia 21 Report

Report on the Implementation of the UN 2030 Agenda in Estonia

Sustainable Development Report for the UN

Ministry of the Environment

EduSD UNESCO Report

Ministry of Education and Research

Ministry of Foreign Affairs

The Rio Process

III. Monitoring SDGs at the National and Local Level

Five Main Components of Monitoring

System

Data

Analysis and reporting

Action

Process

It is important to ask the right questions from the beginning in order to track the efficiency and effectiveness of the SDG implementation process, products and outcomes

Efficiency

Is the SDG implementation strategies being designed, developed and implemented correctly? Are the allocated funds being spent appropriately?
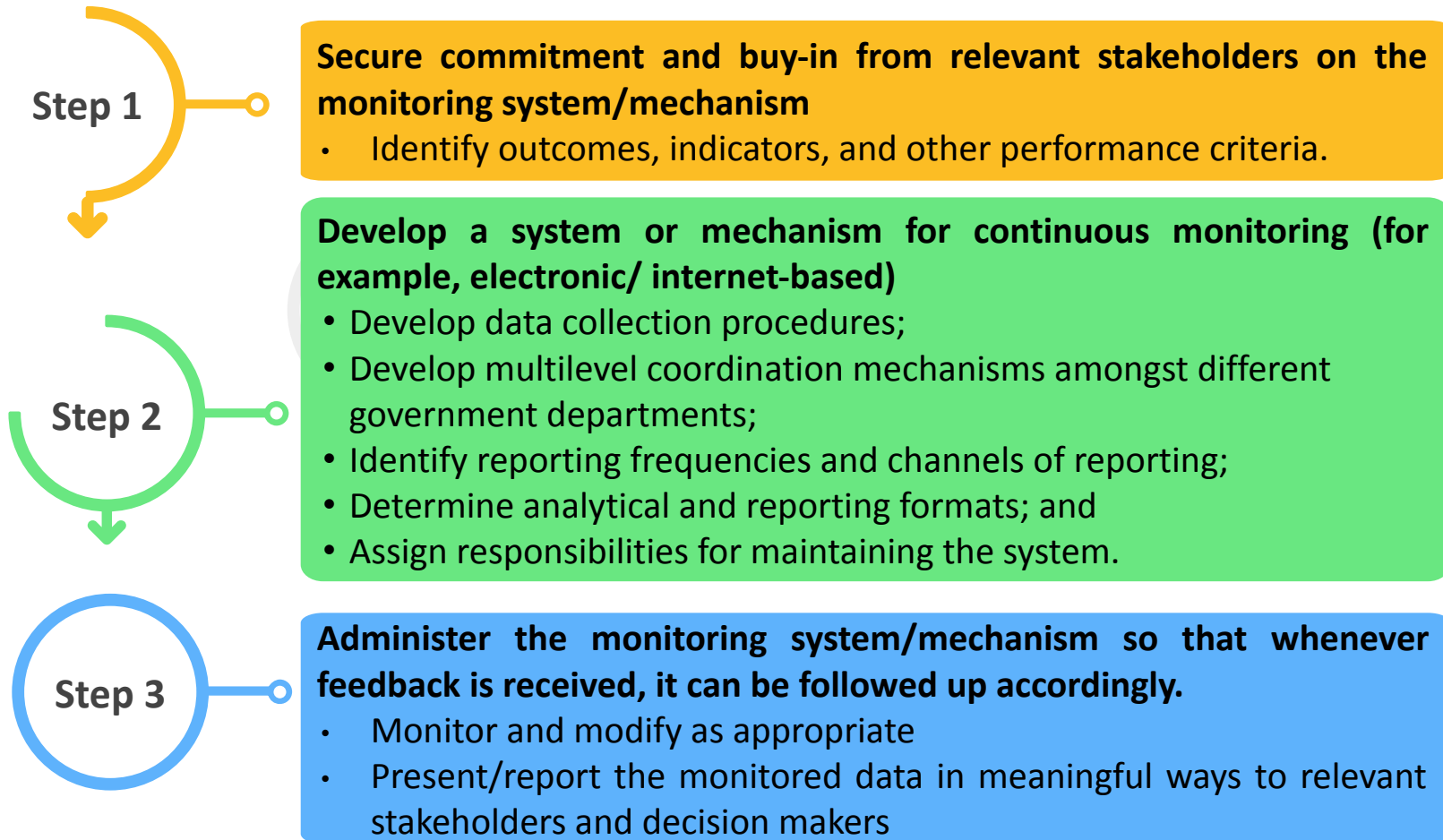
Effectiveness

Are the right programmes/actions related to the SDG implementation being identified? Are they targeting the right beneficiaries?

III. Monitoring SDGs at the National and Local Level (Cont.)

Suggested steps in Monitoring SDGs

Ways for Sharing Monitoring Data

Step 1

Secure commitment and buy-in from relevant stakeholders on the monitoring system/mechanism
- Identify outcomes, indicators, and other performance criteria.

Step 2

Develop a system or mechanism for continuous monitoring (for example, electronic/ internet-based)
- Develop data collection procedures;
- Develop multilevel coordination mechanisms amongst different government departments;
- Identify reporting frequencies and channels of reporting;
- Determine analytical and reporting formats; and
- Assign responsibilities for maintaining the system.

Step 3

Administer the monitoring system/mechanism so that whenever feedback is received, it can be followed up accordingly.
- Monitor and modify as appropriate
- Present/report the monitored data in meaningful ways to relevant stakeholders and decision makers

Regular expert and stakeholder meetings

Official communication channels of government

Periodic participatory citizen gatherings

Electronic platforms

IV. Evaluating SDGs at the National and Local Level

What is Evaluation?

Evaluation **combines evidence with sound ways of thinking** about value-based criteria

Good evaluation **informs policymaking, facilitates adaptive management, enhances government and organizational learning, demonstrates accountability, and informs and empowers citizens**

An evaluation might **employ economic criteria, equity and equality criteria, as well as criteria related to sustainability, cultural and contextual relevance and appropriateness**.

Evaluation is related, **but not identical, to monitoring**.

Evaluation can make use of monitoring data but is primarily concerned **with how well implementation, outputs and development outcomes were achieved.**
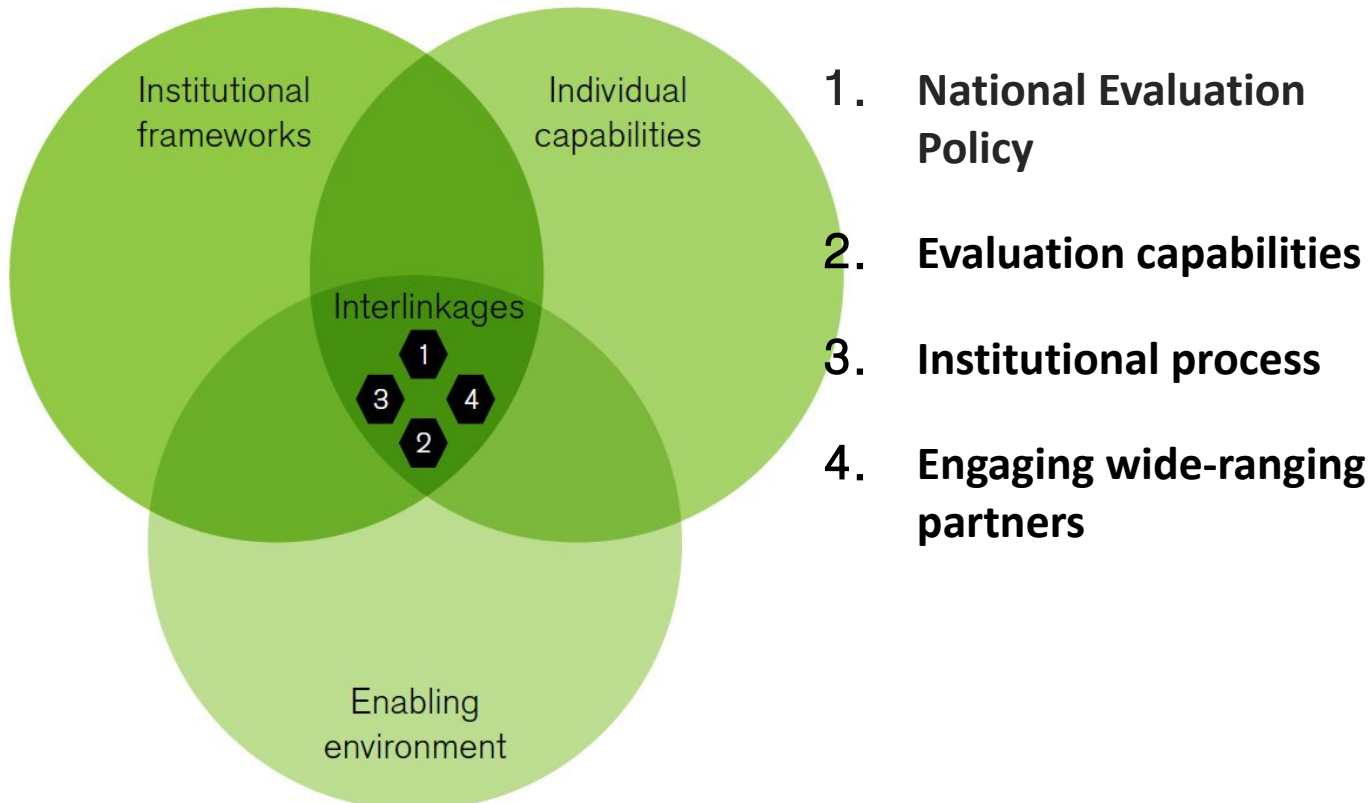
Evaluations can help **answer 'why' targets are achieved or not achieved and** can help identify what can be done to improve the success of future initiatives

Evaluation is central to **follow-up and review processes**

IV. Evaluating SDGs at the National and Local Level (Cont.)

Key challenges in developing national evaluation capacities

Four key interlinked challenges

1. **National Evaluation Policy**

2. **Evaluation capabilities**

3. **Institutional process**

4. **Engaging wide-ranging partners**

Developing a National Evaluation Policy

Ensuring adequate evaluation capabilities

Strong Institutional processes

Engaging wide-ranging partners

Source: IIED 2016

IV. Evaluating SDGs at the National and Local Level (Cont.)

Key aspects of evaluation

1. Measurement is not enough

2. Evaluation addresses the complexity of the SDGs and their achievement

3. Evaluative thinking is indispensable for informed choices

4. National policy evaluation is essential

5. Evaluation builds solid evidence for claims

6. Building capacity for evaluation is crucial

IV. Evaluating SDGs at the National and Local Level (Cont.)

2030 Agenda principles that are useful in evaluation processes

Integration/coherence

Leave no one behind

Equity

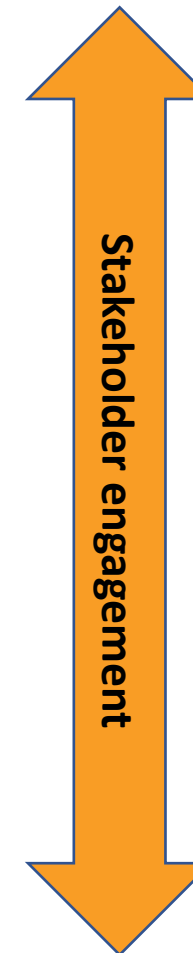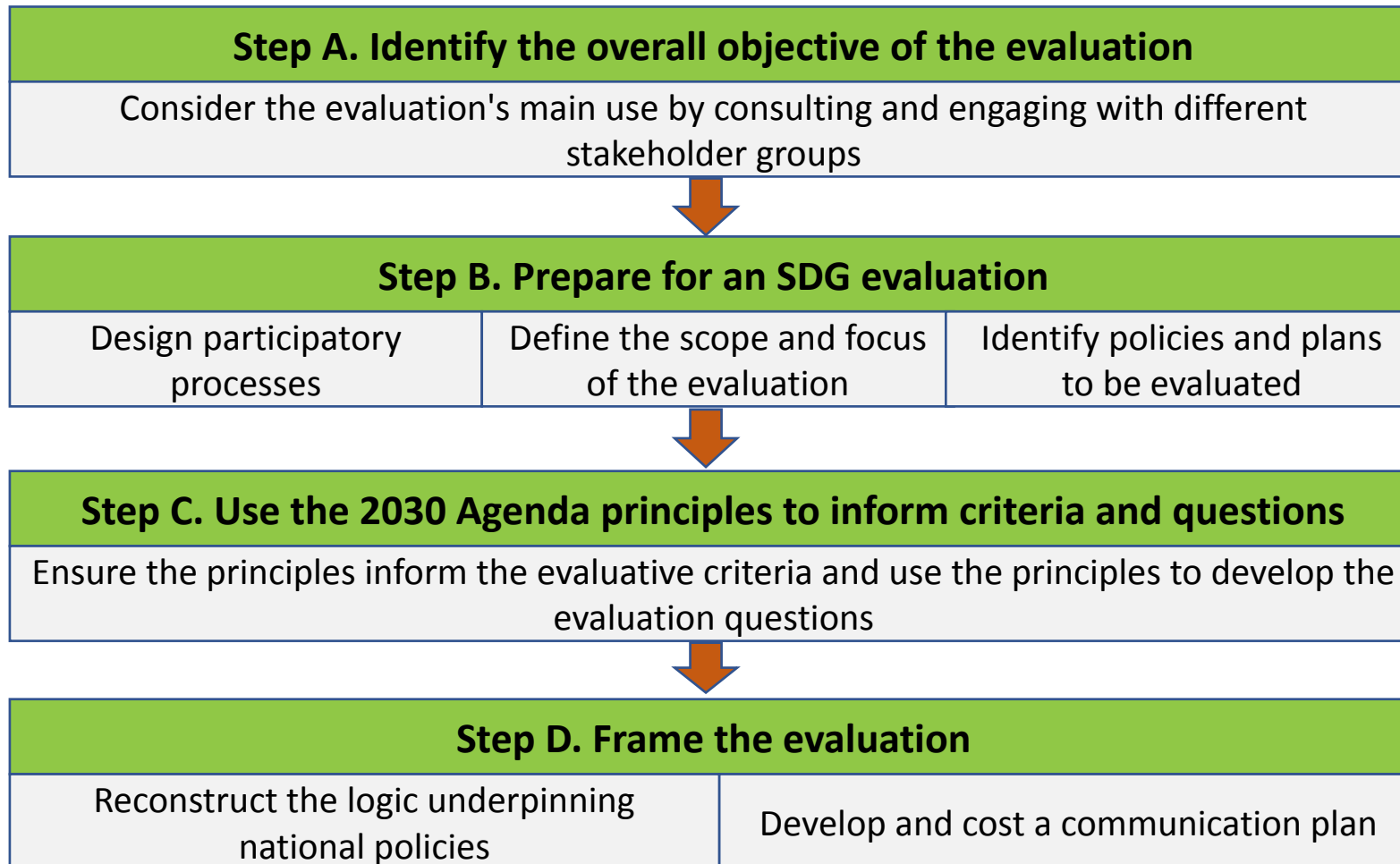**Resilience**

Environmental sustainability

Universality

Mutual accountability

IV. Evaluating SDGs at the National and Local Level (Cont.)

Four steps of evaluation development and design

Step A. Identify the overall objective of the evaluation

Consider the evaluation's main use by consulting and engaging with different stakeholder groups

Step B. Prepare for an SDG evaluation

Design participatory processes	Define the scope and focus of the evaluation	Identify policies and plans to be evaluated

Step C. Use the 2030 Agenda principles to inform criteria and questions

Ensure the principles inform the evaluative criteria and use the principles to develop the evaluation questions

Step D. Frame the evaluation

Reconstruct the logic underpinning national policies	Develop and cost a communication plan

Stakeholder engagement

Source: IIED, 2020

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step A: Identifying the overall evaluation objective

Uses of SDG evaluation, by stakeholder group

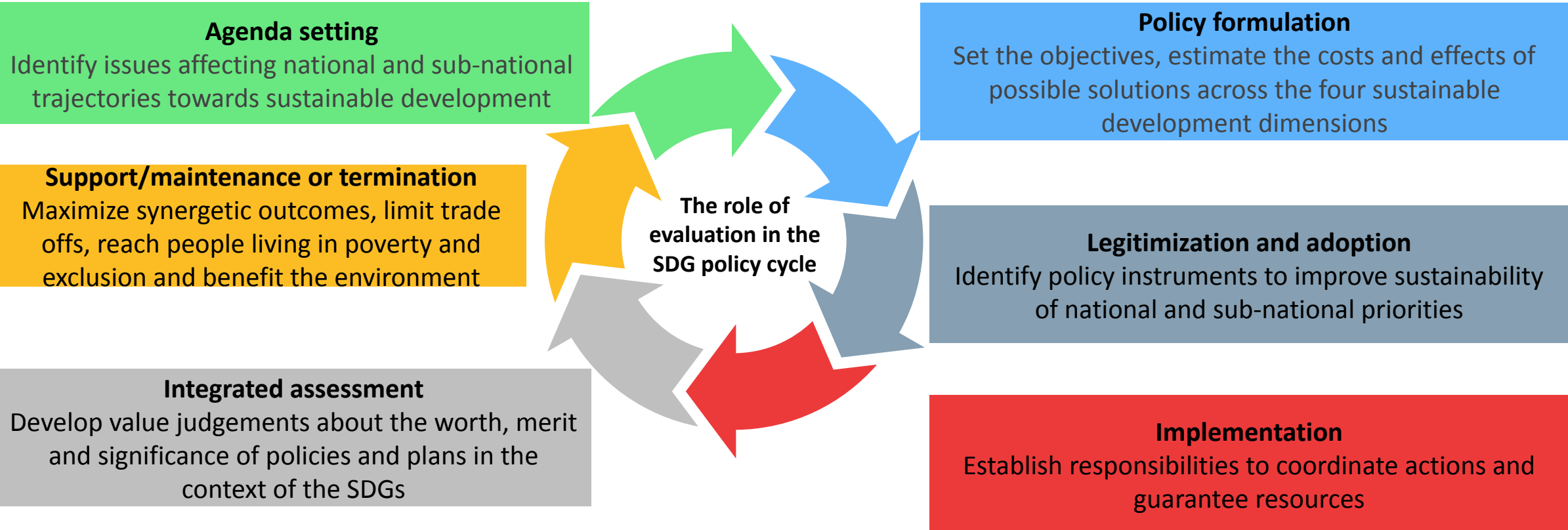| Stakeholder group	Accountability	Learning
Decision makers, managers and planners	Share public reports of findings about government performance against the 2030 Agenda. Report evaluation findings in VNRs	Feed findings into the strategic and planning cycle, and inform policymakers about the relevance, efficiency, effectiveness and sustainability of different policies
Civil society organizations	Assess the government's performance against clear objectives and criteria	Use findings to identify and reflect on the needs of their constituencies and intended beneficiaries
Parliamentarians	Carry out oversight function and promote coordinated efforts across government to address the SDGs	Inform investigations carried out in parliamentary audit committees and parliamentary commissions

Source: IIED, 2020

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step A: Identifying the overall evaluation objective

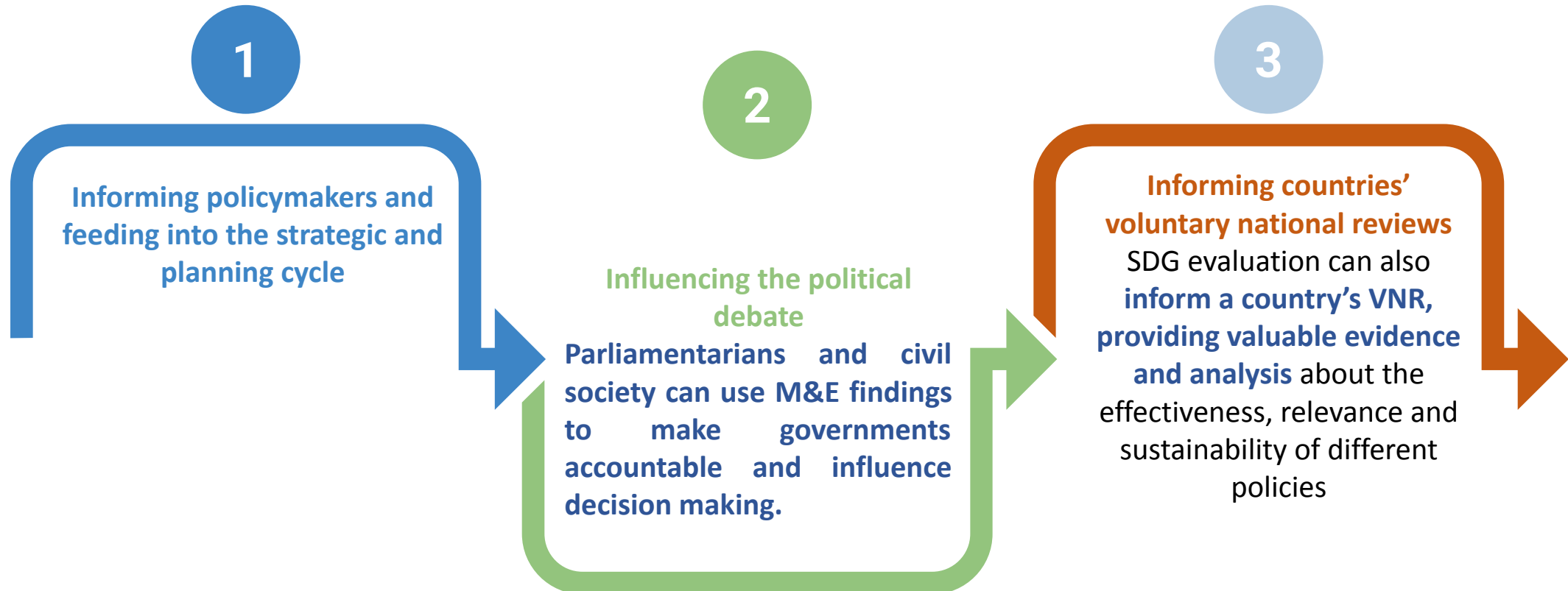**Informing policymakers and feeding into the strategic and planning cycle**

Agenda setting
Identify issues affecting national and sub-national trajectories towards sustainable development

Policy formulation
Set the objectives, estimate the costs and effects of possible solutions across the four sustainable development dimensions

Support/maintenance or termination
Maximize synergetic outcomes, limit trade offs, reach people living in poverty and exclusion and benefit the environment

The role of evaluation in the SDG policy cycle

Legitimization and adoption
Identify policy instruments to improve sustainability of national and sub-national priorities

Integrated assessment
Develop value judgements about the worth, merit and significance of policies and plans in the context of the SDGs

Implementation
Establish responsibilities to coordinate actions and guarantee resources

Source: IIED, 2020

IV. Evaluating SDGs at the National and Local Level (Cont.)
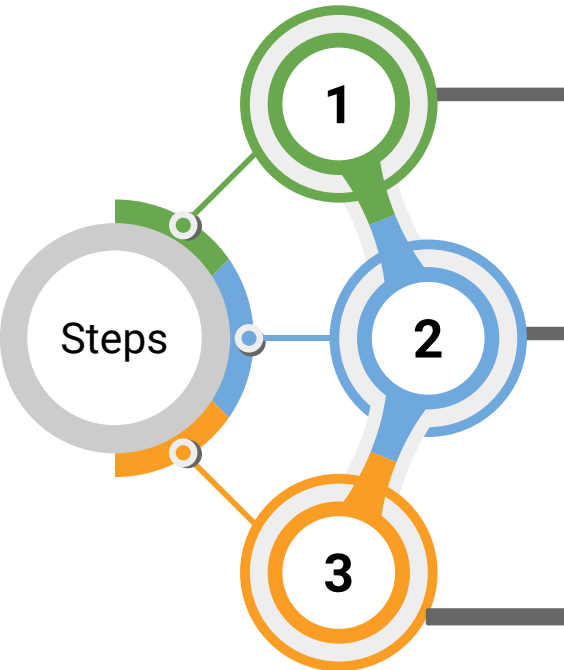
Step A: Identifying the overall evaluation objective

1

Informing policymakers and feeding into the strategic and planning cycle

2

Influencing the political debate
Parliamentarians and civil society can use M&E findings to make governments accountable and influence decision making.

3

Informing countries' voluntary national reviews
SDG evaluation can also **inform a country's VNR, providing valuable evidence and analysis** about the effectiveness, relevance and sustainability of different policies

Source: IIED, 2020

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step B: Preparing for an SDG evaluation

Steps

1

Designing participatory processes
- Contribute to the choice of evaluation questions
- Input into the theoretical framing, and
- Participate in selecting the methodological approaches

2

Setting up cross-sectoral participatory bodies for management and advice
- Consider **setting up cross-sectoral management and advisory bodies** in support of the evaluation.
- **Enhance the quality of an evaluation** and its value to stakeholders' groups
- **Conduct a comprehensive analysis** by providing a wider understanding of the effects of different policy options, including their potential for synergies

3

Deciding the scope and focus
- Deciding **whether to conduct a comprehensive assessment of all sustainable development policies or focus on a few goals that are linked to priorities** identified in national plans or the governments' agenda
- Deciding **whether to focus the exercise on assessing the appropriateness of policies and plans**, or also investigate their operationalization by assessing their implementation strategies
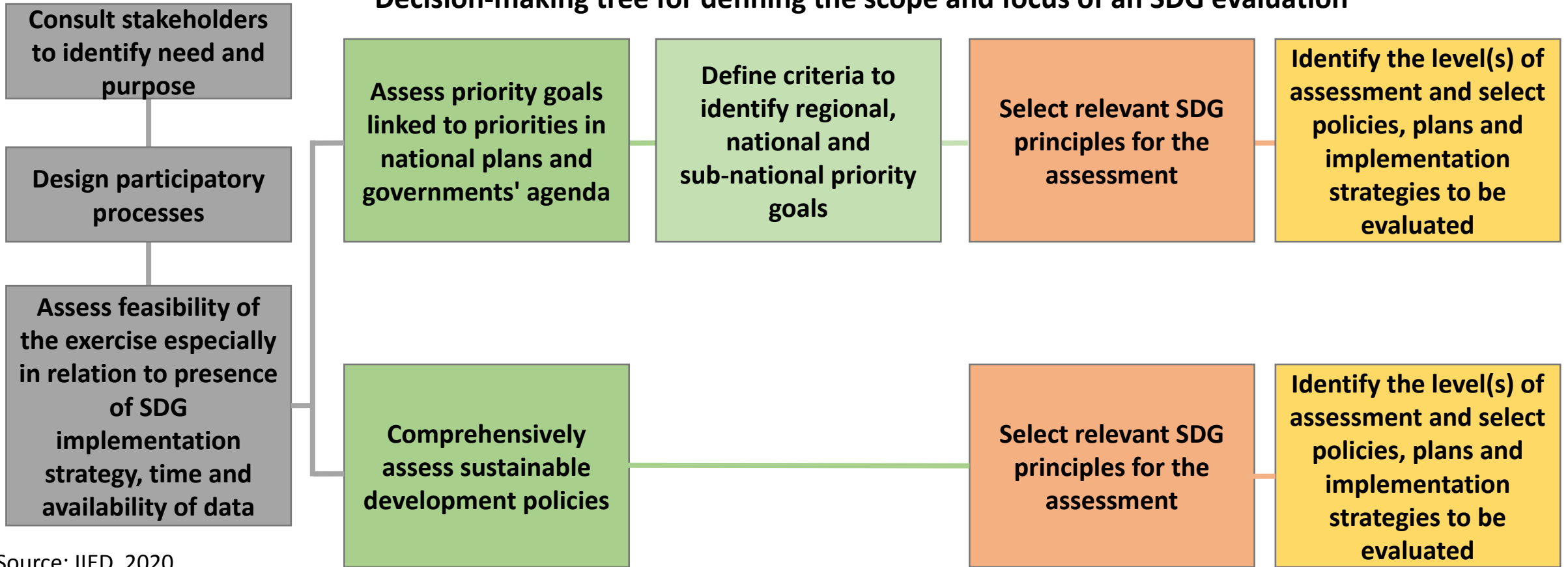
The principles underpinning the 2030 Agenda can also help narrow down the scope and focus of SDG evaluation.

DESA | **Training Toolkit on Effective National to Local Public Governance for SDG Implementation**

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step B: Preparing for an SDG evaluation

Decision-making tree for defining the scope and focus of an SDG evaluation

- Consult stakeholders to identify need and purpose
- Design participatory processes
- Assess feasibility of the exercise especially in relation to presence of SDG implementation strategy, time and availability of data

- Assess priority goals linked to priorities in national plans and governments' agenda
- Define criteria to identify regional, national and sub-national priority goals
- Select relevant SDG principles for the assessment
- Identify the level(s) of assessment and select policies, plans and implementation strategies to be evaluated

- Comprehensively assess sustainable development policies
- Select relevant SDG principles for the assessment
- Identify the level(s) of assessment and select policies, plans and implementation strategies to be evaluated

Source: IIED, 2020

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step C: Developing the evaluation criteria and questions

Setting and tailoring the evaluation criteria

- Use the **principles underpinning the 2030 Agenda as evaluation criteria**
- Where evaluations use set criteria, **it may still be possible to supplement these with one or two additional principle-based criteria.**
  - **Relevance**
  - **Effectiveness**
  - **Impact**
  - **Universality and mutual accountability**
  - **Integration**

Developing the evaluation questions

- **Use the 2030 Agenda principles to develop questions** covering the governance, environmental, economic and social dimensions of sustainable development
- Evaluators can use **'Leave no one behind'** principle to explore whether a policy is reaching all
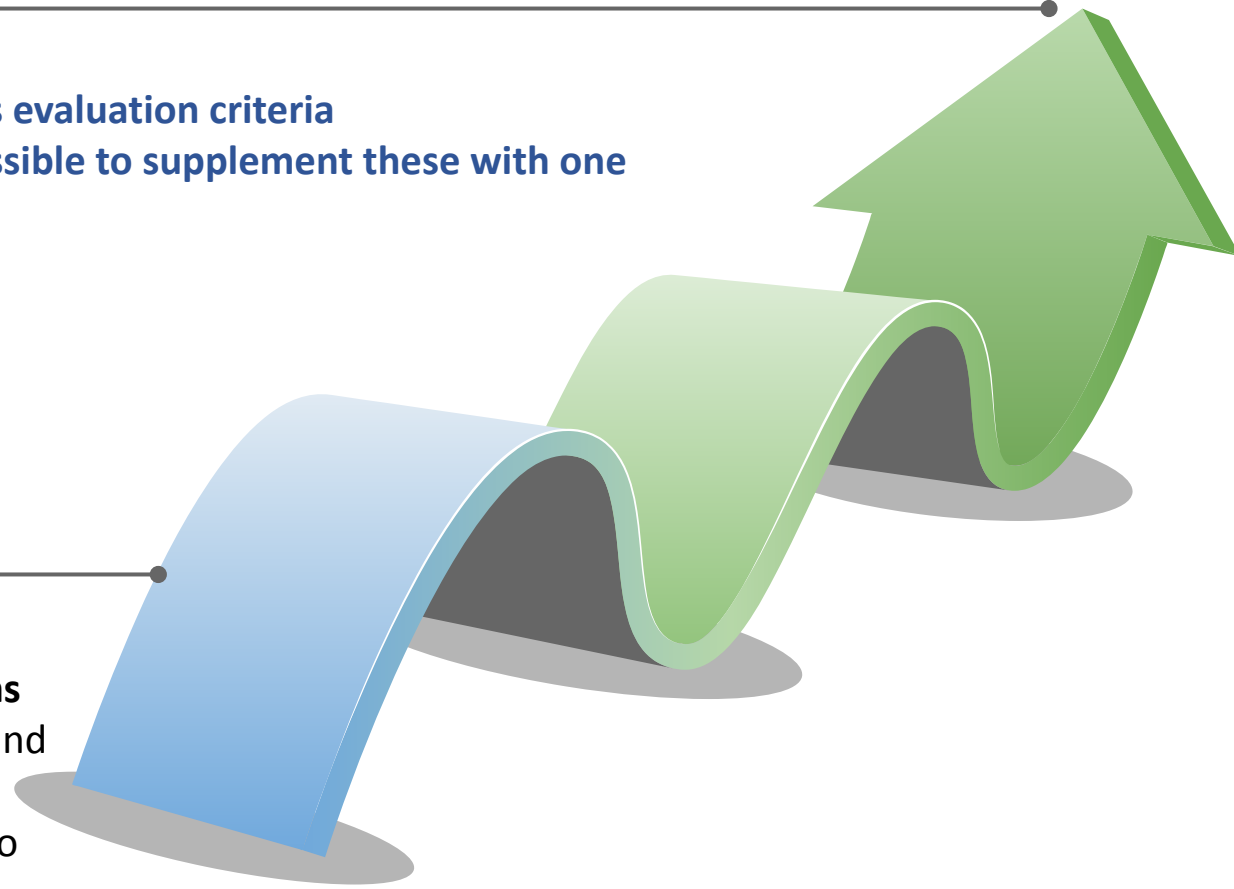
United Nations | Department of Economic and Social Affairs

Step C: Developing the evaluation criteria and questions

Suggested evaluation questions derived from 2030 Agenda principles

Integration/coherence	Leave no one behind	Equity
1. Do national policy frameworks consider the interconnected nature of sustainable development?	• What public policies and plans have been adopted to leave no one behind? Who is benefiting from national priorities? Are they increasing inequality?	1. What groups or individuals have benefited? What groups have experienced negative effects?
2. Are the implementation mechanisms adequate to ensure effective integration?	• Do poor and vulnerable people and those living in economic, social and/or geographic exclusion benefit?	2. To what extent were the interests of affected stakeholders considered in the design? How were conflicting interests negotiated and accommodated?
3. Do they require or encourage interdepartmental or public-private sector collaboration?	• Were the needs of the poorest and most vulnerable and excluded, as defined by themselves, considered during design and implementation?	3. Did the programme/policy design take account of longer-term social, environmental and economic effects?
4. Has the policy/plan/programme resulted in unconsidered negative environmental or social externalities?	• Are data on impact collected and disaggregated to ascertain the effects on the poorest and most marginalized?	4. Have adequate measures been taken to mitigate immediate or long-term impacts on specific stakeholder groups?
5. Has it produced any unexpected economic, environmental or social co-benefits?		5. Have measures such as affirmative action been taken to bridge the gaps between groups?
6. What is the level of coordination between government departments and the different geographic levels of government?		

Step C: Developing the evaluation criteria and questions

Suggested evaluation questions derived from 2030 Agenda principles

Resilience

1. Does the policy/plan/programme make individuals, communities, social groups and ecosystems vulnerable to social, economic and/or environmental disasters, shocks and other unexpected change?
2. Does it include actions that aim to increase human and/or environmental resilience to such changes and shocks?
3. To what extent does it contribute to improving resilience of poor, vulnerable and excluded communities, households and individuals?

Environmental sustainability

1. Does the policy/plan/programme contribute to the depletion or degradation of any natural resources or environmental services?
2. If so, what measures have been taken to mitigate those impacts?
3. Are the long-term effects on natural resources and ecosystems positive, negative or neutral?

Universality

1. Does the policy/plan/programme support or undermine other countries' efforts to contribute to the SDGs and national progress towards sustainable development?
2. Does it facilitate collaboration with other countries on shared goals?

Mutual accountability

Are the roles and responsibilities of all partners clearly stated and agreed?

Are mechanisms in place to hold partners accountable for honouring their responsibilities?

Have partners negotiated institutional arrangements in a fair and equitable way?

IV. Evaluating SDGs at the National and Local Level (Cont.)

Step D: Framing the evaluation

1 **Reconstructing the logic underpinning national policies**

2 **Developing and costing a communication plan**

- **Theory-based evaluation**
- **Systems thinking**

Considering complexity when developing theories of change
- Multi-site and multi-governance issues
- Simultaneous or alternative causal strands
- Recursive causality
- Tipping points and emergence

- Considering which type of evaluation products would suit different audiences
- Identifying different evaluation deliverables in advance
- Different knowledge products and reporting processes are usually needed
- Reporting can also make use of new technologies and creative solutions
  - Developing an interactive webpage
  - A public exhibition of the results for non-technical stakeholders
  - Producing videos for non-technical audiences, and
  - Doing joint conference presentations

V. Methodological Considerations for Evaluation

Using a sustainable development lens

- Stakeholder engagement and co-generation of recommendations
- Mixed approaches to generating evidence
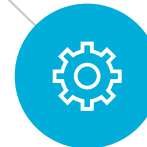- Integrated analysis
- Alternative pathways and dilemmas
- Context specificity
- Upstream drivers and downstream effects

V. Methodological Considerations for Evaluation (Cont.)

Seven types of positive and negative interaction between SDG objectives

Interaction label		Meaning
+3	Indivisible	Progress on one target automatically delivers progress on another
+2	Reinforcing	Progress on one target makes it easier to make progress on another
+1	Enabling	Progress on one target creates conditions that enable progress on another
+/-0	Consistent	There is no significant link between two targets' progress
-1	Constraining	Progress on one target constrains the options for how to deliver on another
-2	Counteracting	Progress on one target makes it more difficult to make progress on another
-3	Cancelling	Progress on one target automatically leads to a negative impact on another

Source: International Science Council, 2016

V. Methodological Considerations for Evaluation (Cont.)

Expert judgements

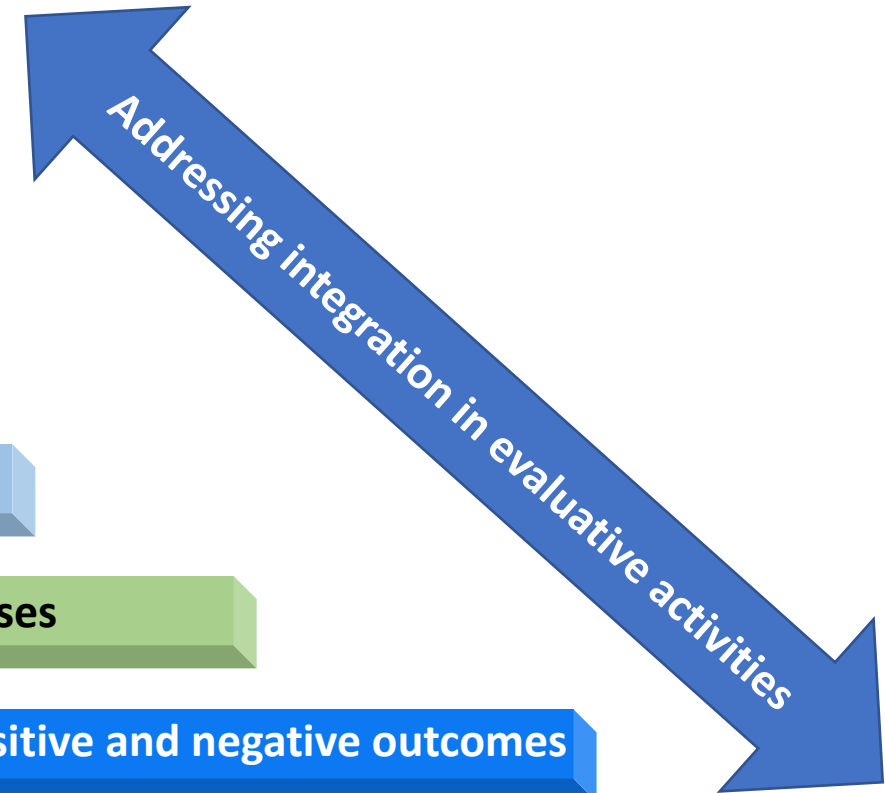Participatory assessment of synergies and trade-offs

Drawing systems

Mental modelling

In-depth assessment of extreme cases

Comparing cases with positive and negative outcomes

Network analysis

Cost-benefit analysis of externalities

Addressing integration in evaluative activities

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VI. Monitoring and Evaluation at the Local Level

LOCALIZING THE SDGs

Develop a set of localized indicators, specific to each territory

Adapt national indicators to local and regional context

Ensure that the information gathered by the local and regional governments is used in national monitoring and reporting

Enable the participation of local and regional governments and stakeholders in the review of national plans

Use SDG indicators to monitor and assess local or regional plans

Ensure that local achievements are recognized and part of the national SDG progress reports

Challenges to Local Government on M&E

Data availability	1
Capacity and technical knowledge	2
Breaking through the "data silos"	3
Inadequate financial resources	4
Weak institutional capacity and organizational structures for M&E	5
Fragmentation of M&E function with inadequate coordination mechanisms	6
Fragmentation of M&E function with inadequate coordination mechanisms	7
Lack of SDG awareness	8

VI. Monitoring and Evaluation at the Local Level (Cont.)

Overcoming the challenges

01 Indicators for local level action

02 Coordination mechanisms for the vertical integration of sustainability data

03 Integrated local governance and collaboration to tackle departmental silos

04 Financial assistance from the national government

05 Enhance capacity building of the local government

06 Consulting and coaching from the national government and other stakeholders

07 Greater local autonomy

08 Communication Strategy for awareness
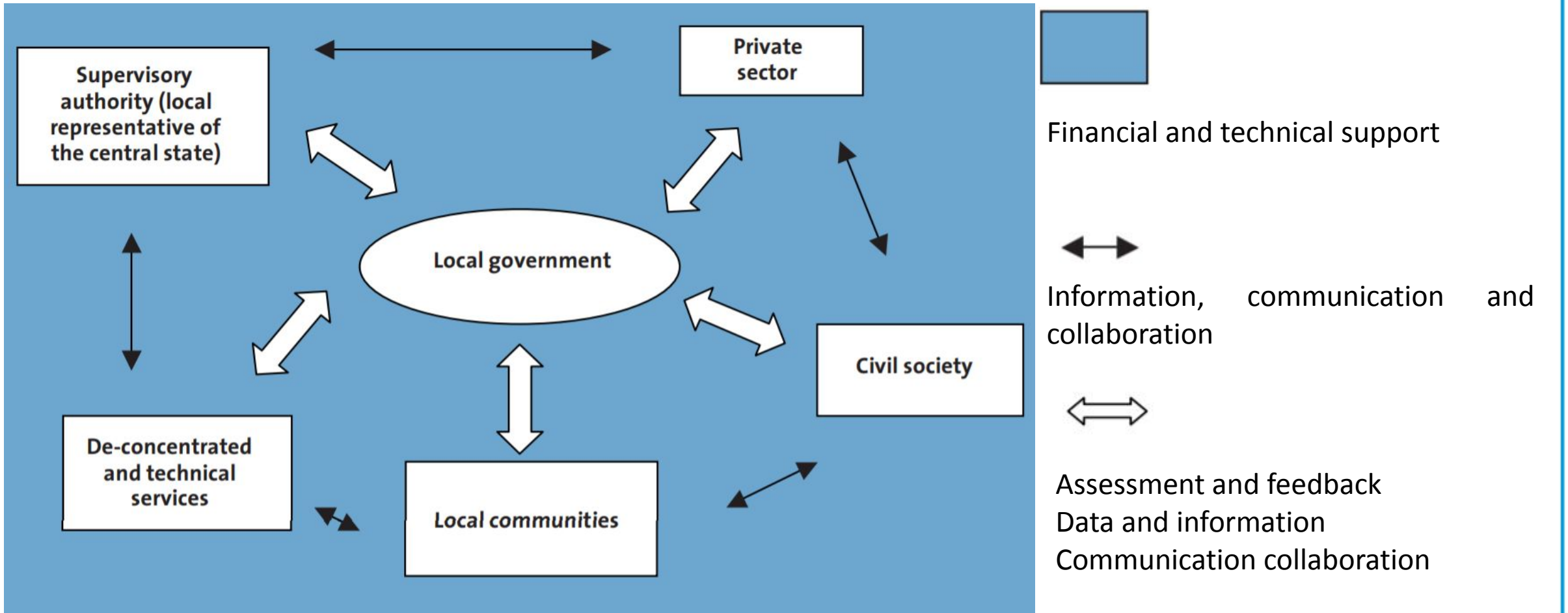
09 Technological platform

10 Peer-to-peer review to disseminate the best practices

VI. Monitoring and Evaluation at the Local Level (Cont.)

Multi-stakeholder approaches to M&E at the local level

Financial and technical support

Information, communication and collaboration

Assessment and feedback
Data and information
Communication collaboration

VI. Monitoring and Evaluation at the Local Level (Cont.)

Local M&E inform national planning

01 Local M&E is more context-specific and responsive to local needs

02 Logical to make local adaptation part of national development M&E

03 Understanding local adaptation outcomes can inform more robust national planning

04 Contributes more effectively to 'leave no one behind' development

Recommendations for integrating local adaptation M&E into national development planning and reporting

01 Use local information to inform national planning

02 Use local information to assess the adaptation goal

03 Use existing data to reduce the reporting burden

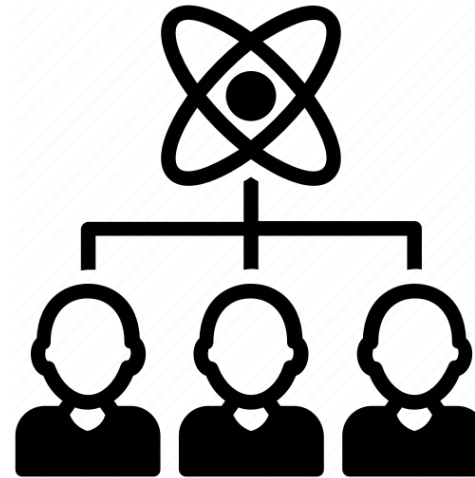# VI. Monitoring and Evaluation at the Local Level (Cont.)

Benefits of Local M&E System

Decision-making
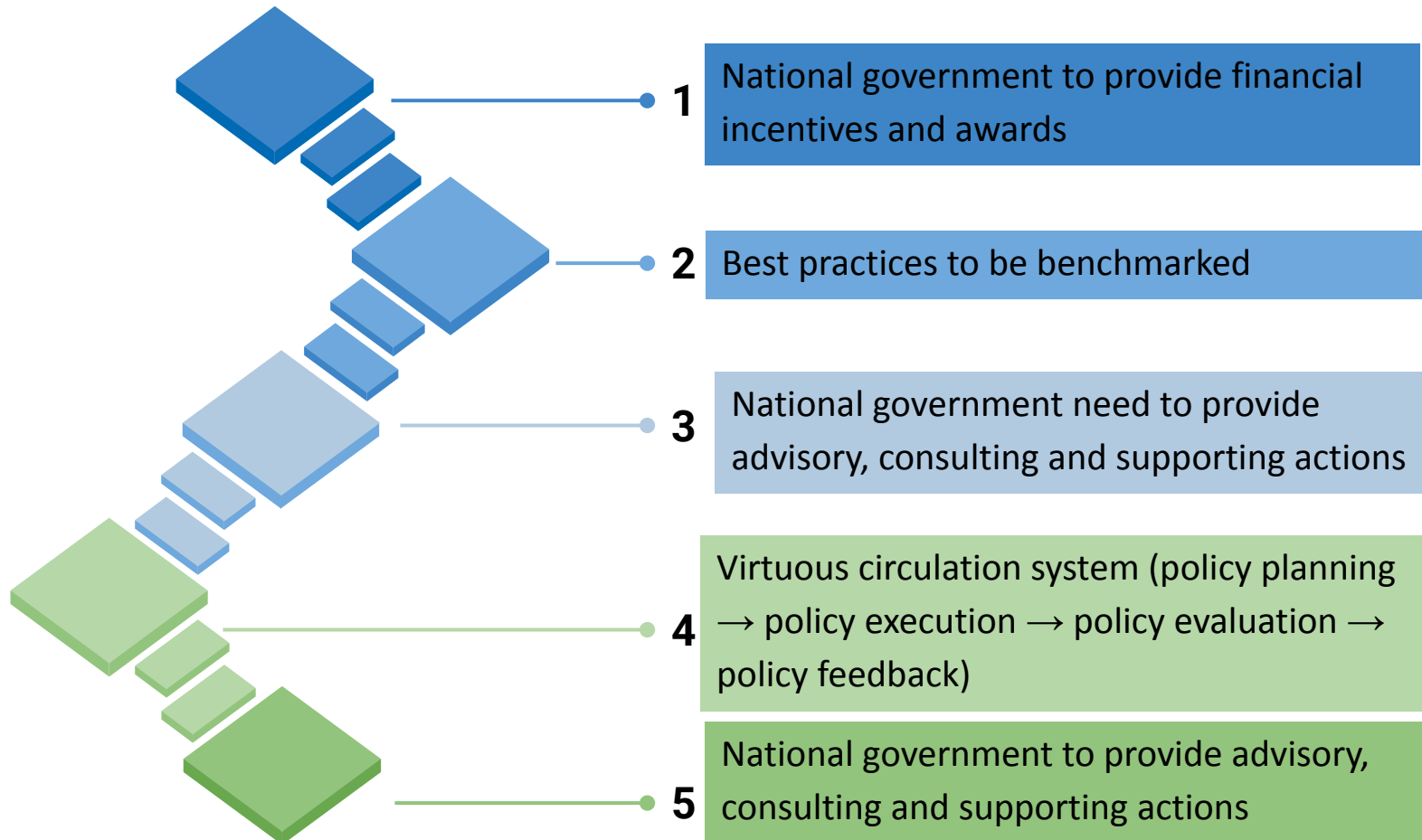
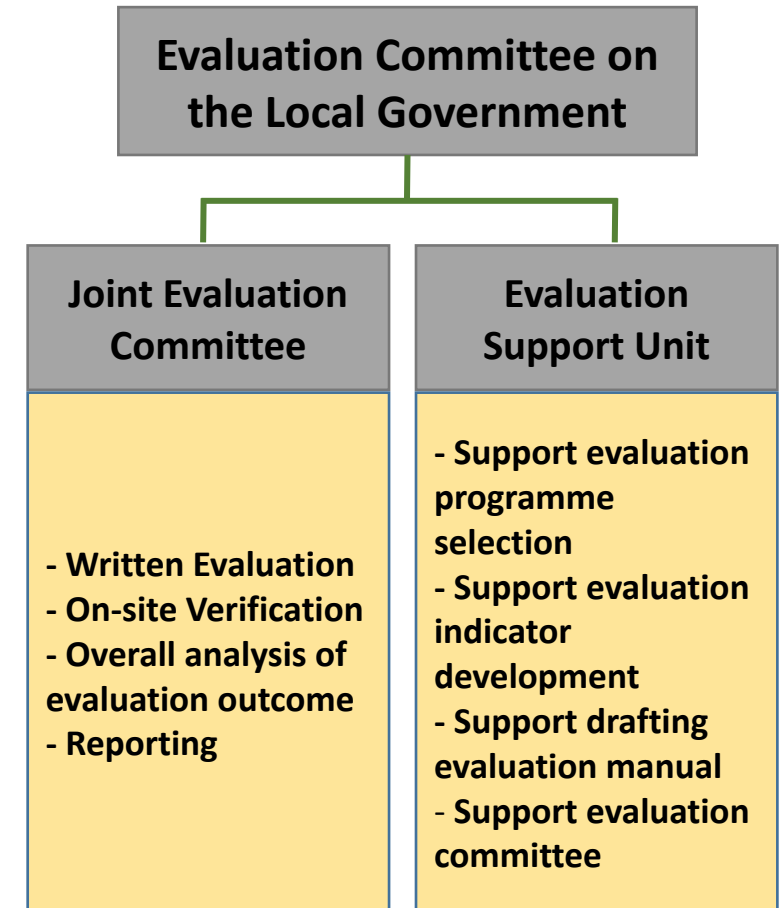**Accountability**

Organizational Learning

Responsive Governance

VI. Monitoring and Evaluation at the Local Level (Cont.)
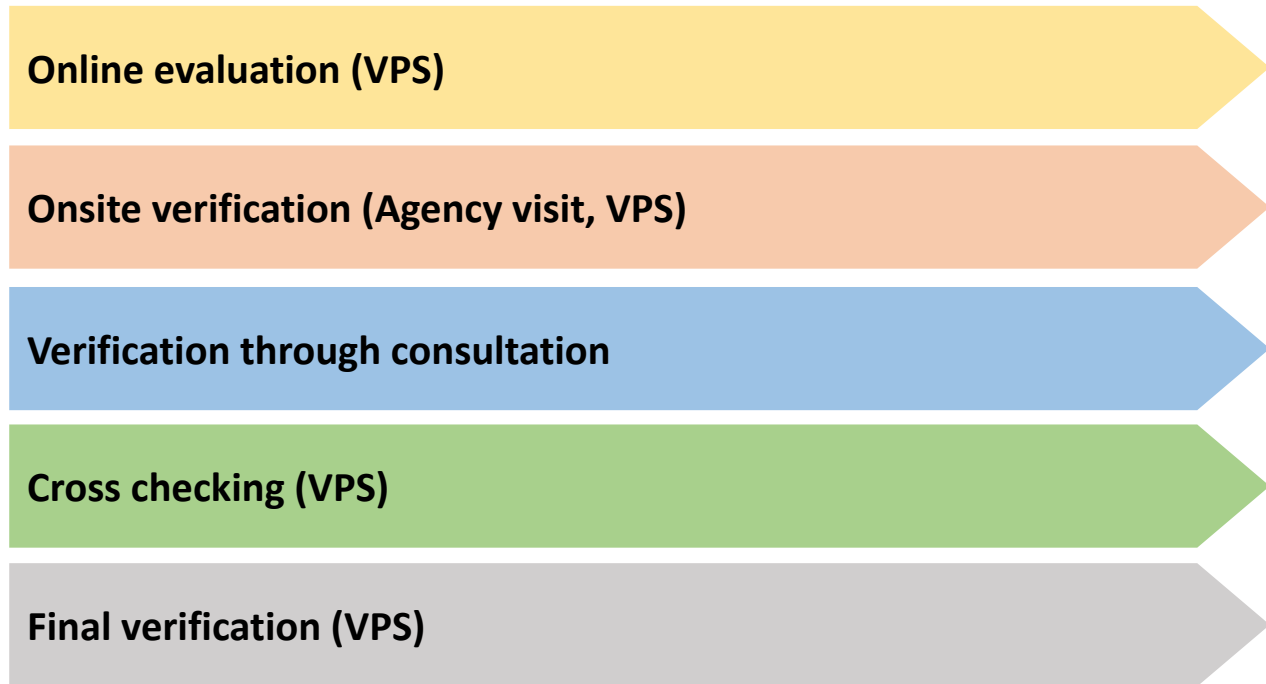
Joint Evaluation of the local government

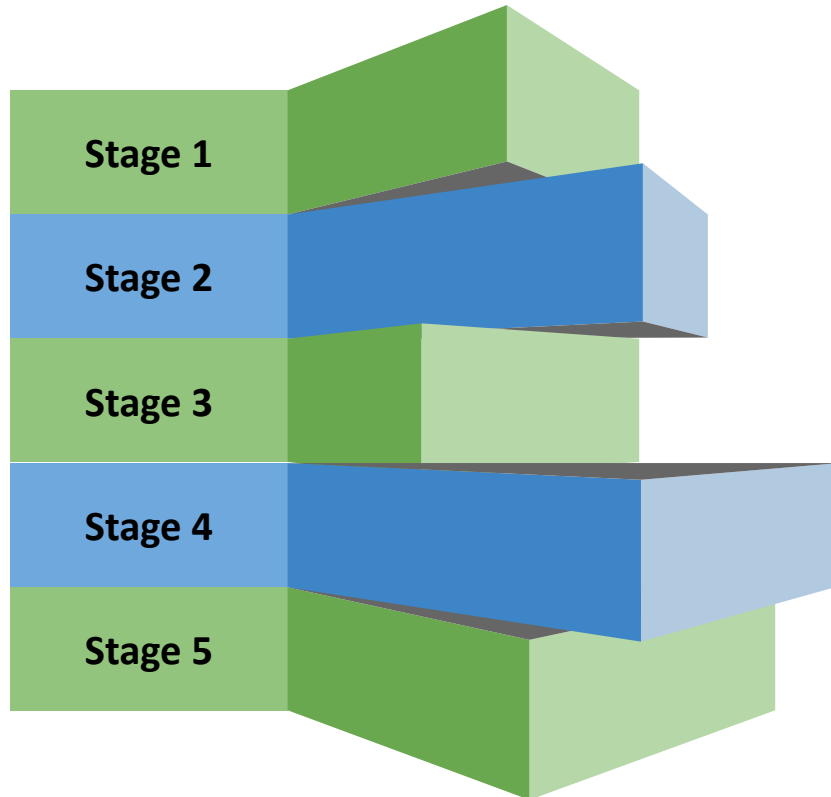1 National government to provide financial incentives and awards

2 Best practices to be benchmarked

3 National government need to provide advisory, consulting and supporting actions

4 Virtuous circulation system (policy planning → policy execution → policy evaluation → policy feedback)

5 National government to provide advisory, consulting and supporting actions

Structure of Joint Evaluation

Evaluation Committee on the Local Government

Joint Evaluation Committee

- Written Evaluation
- On-site Verification
- Overall analysis of evaluation outcome
- Reporting

Evaluation Support Unit

- Support evaluation programme selection
- Support evaluation indicator development
- Support drafting evaluation manual
- Support evaluation committee

VI. Monitoring and Evaluation at the Local Level (Cont.)

Stages of Joint Evaluation

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

Online evaluation (VPS)

Onsite verification (Agency visit, VPS)

Verification through consultation

Cross checking (VPS)

Final verification (VPS)

VPS: Virtual Policy Studio

Discussion

What successful experience and good practices in your country could be shared in terms of effective monitoring and evaluation of progress for the achievement of SDGs?

What are the difficulties, challenges and gaps that might prevent effective monitoring and evaluation on progress of SDGs at the national and local level?

VII. Data for Local Monitoring & Evaluation Systems

"….quality, accessible, timely and reliable disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind"

Transforming our world: the 2030 Agenda for Sustainable Development (Para 47)

Objectives in developing local data systems

01 **Knowing the local performance**

02 **To compare it to previous years**

03 **To make predictions for upcoming years**

VII. Data for Local Monitoring & Evaluation Systems (Cont.)

Digital Technologies for Data Collection

Simplified data collection and processing methods, cutting down the time and resources required for building up robust local data systems

Local government today can **use a wide variety of geospatial and mobile technologies**, as well as crowd-sourced data to collect a range of development data
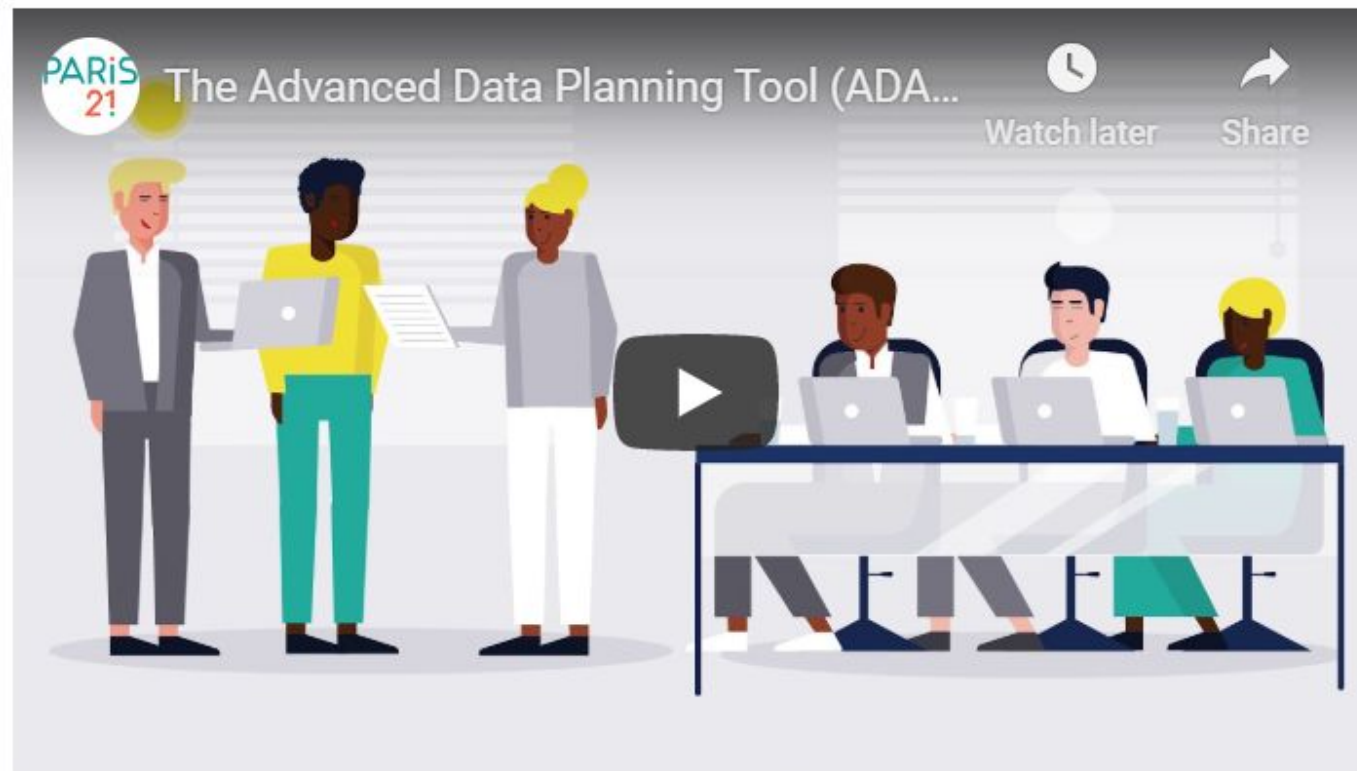
Conventional surveys, censuses, and qualitative data collection methods can also be **digitized for greater accuracy and efficiency**

Examples: Open data, crowdsourcing, **new ICTs for data collection**, **big data**, **artificial intelligence** and **the Internet of Things**

VII. Data for Local Monitoring & Evaluation Systems (Cont.)

Advanced Data Planning Tool (ADAPT)

VII. Data for Local Monitoring & Evaluation Systems (Cont.)

Other Tools for Data collection

The Global Partnership for Sustainable Development Data (GPSDD) is a high-profile initiative of a global network of governments, NGOs, and businesses working together to usher in a data revolution to implement the SDGs (http://www.data4sdgs.org/). **The Partnership is particularly committed to supporting local data roadmaps and improvements in local disaggregated data systems.**

Open Data Kit

Open Data Kit (ODK) is a free and open-source set of tools, which help organizations author, field, and manage mobile data collection solutions. ODK provides an out-of-the-box solution
for users to:

- Build a data collection form or survey (XLSForm is recommended for larger forms),
- Collect the data on a mobile device and send it to a server, and
- Aggregate the collected data on a server and extract it in useful formats.

For more information on the tool and on how to use it, see https://opendatakit.org/.

United Nations | Department of Economic and Social Affairs

VIII. Key Takeaways

1 Think about **evaluation use and engage different stakeholders** to define the SDG evaluation objectives

2 **Identify scope and focus of SDG evaluation** through participatory processes

3 **Use the principles that underpin the 2030 Agenda** to inform the evaluative criteria and evaluation questions

4 **Frame the evaluation around the logic** that underpins complex policies and interventions and develop dynamic plans to communicate findings and engage evaluation users

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Thank you

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