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## UN Country Team approaches and experiences in Monitoring and Evaluation

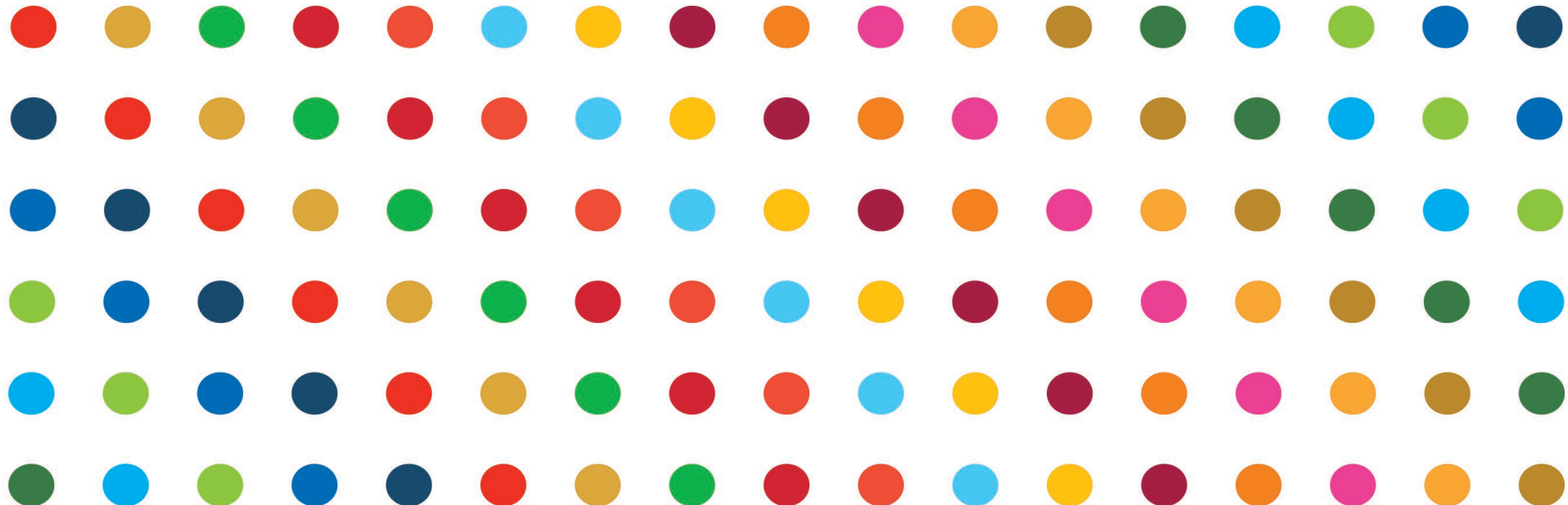


UNITED NATIONS  
ZIMBABWE



*Getrude Matsika: Development Coordination Officer: Data, Results  
Monitoring and Reporting*

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# UN Country Team



Why are we here?

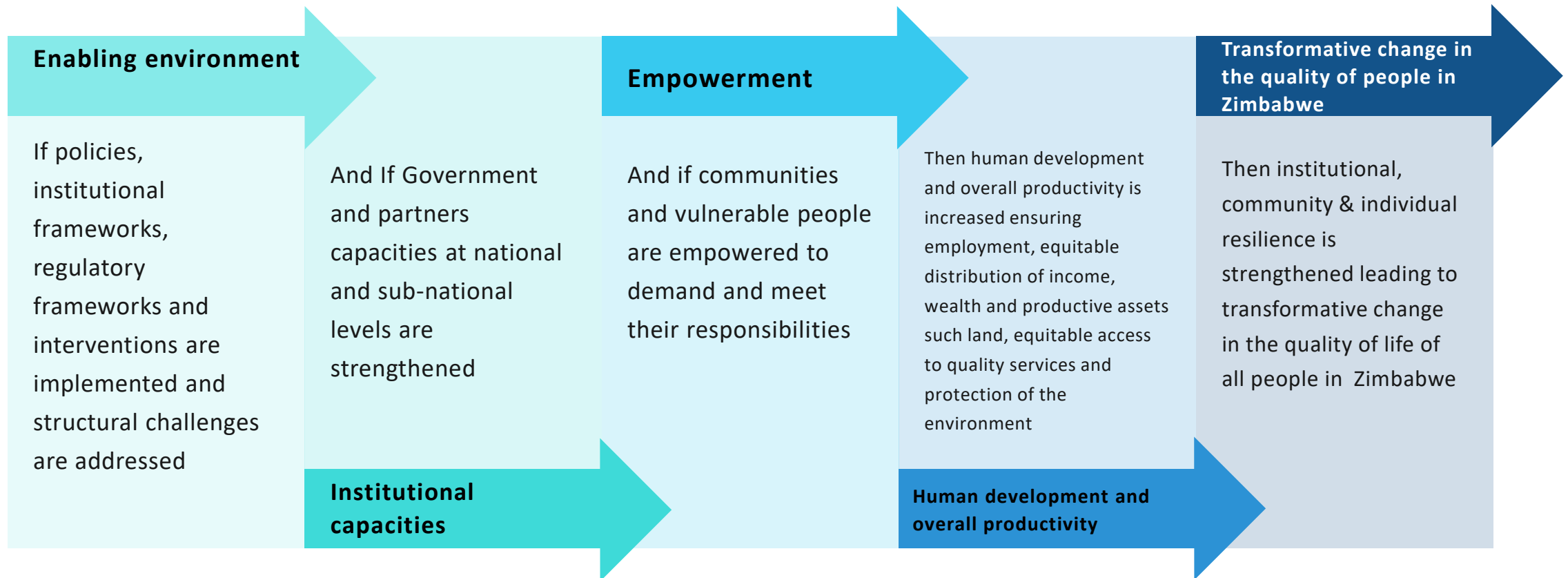
To support the Government of Zimbabwe to deliver transformative change for all people in Zimbabwe.

**HOW?**



# THE UN, GOVERNMENT AND PARTNERS

approach to delivering on the Agenda 2030 and NDS 1



**WHAT IS THE STRUCTURE OR  
MECHANISM FOR DELIVERING ON OUR  
PROMISE?**

**Zimbabwe  
United Nations  
Sustainable  
Development  
Cooperation  
Framework  
(ZUNSDCF)  
2022-2026**

**Priority 1:  
PEOPLE**

People-centred -  
inclusive,  
equitable human  
development and  
wellbeing

Transformative,  
accountable,  
equitable and  
inclusive  
governance

**Priority 4:  
PEACE**

**Priority 2:  
PLANET**

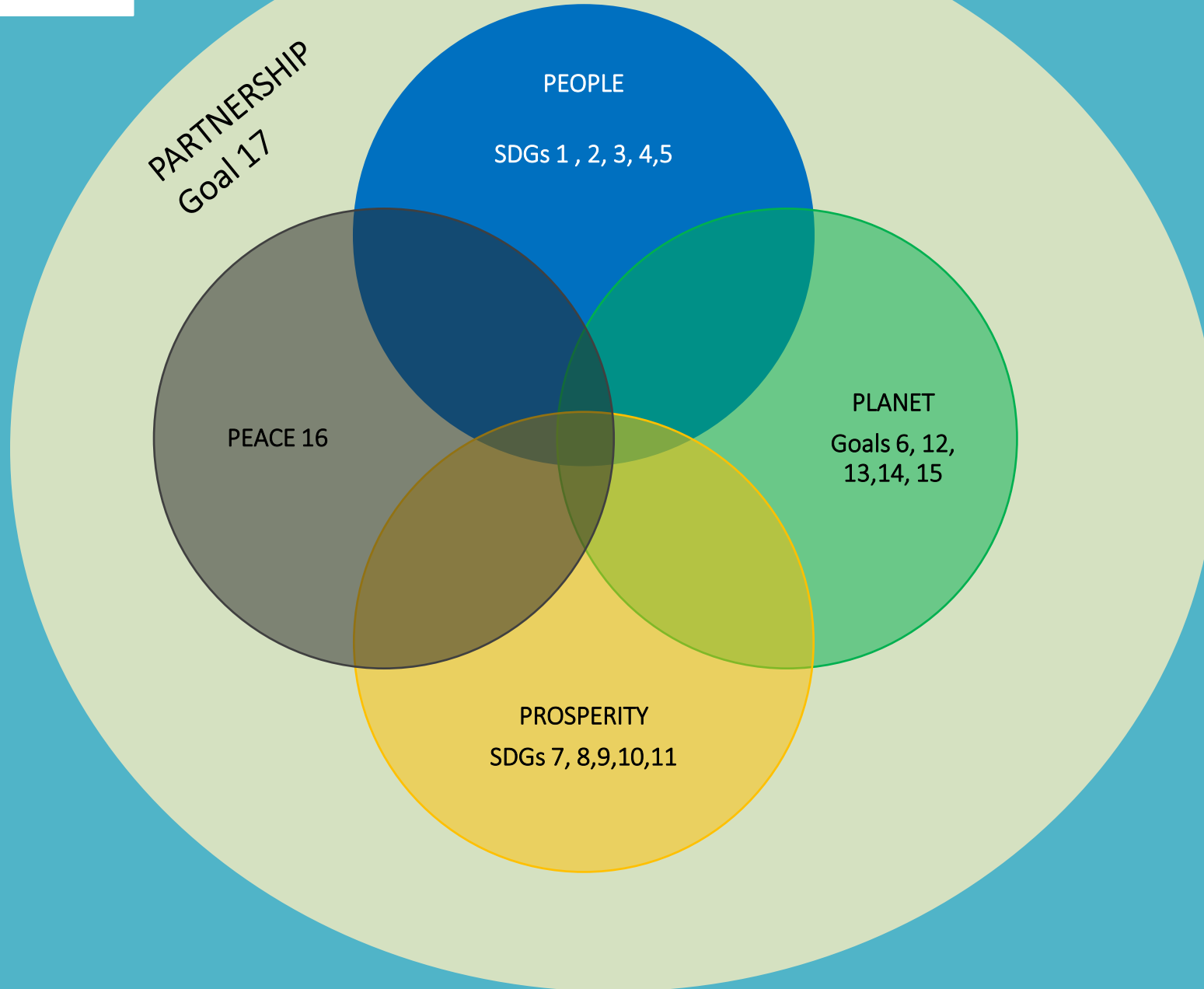
Environmental  
protection,  
climate resilience  
and natural  
resources  
management

Economic  
transformation,  
equitable,  
resilient and  
inclusive growth

**Priority 3:  
PROSPERITY**

Aligned to the  
National  
Development  
Strategy 1  
(2021-2025)  
Priorities

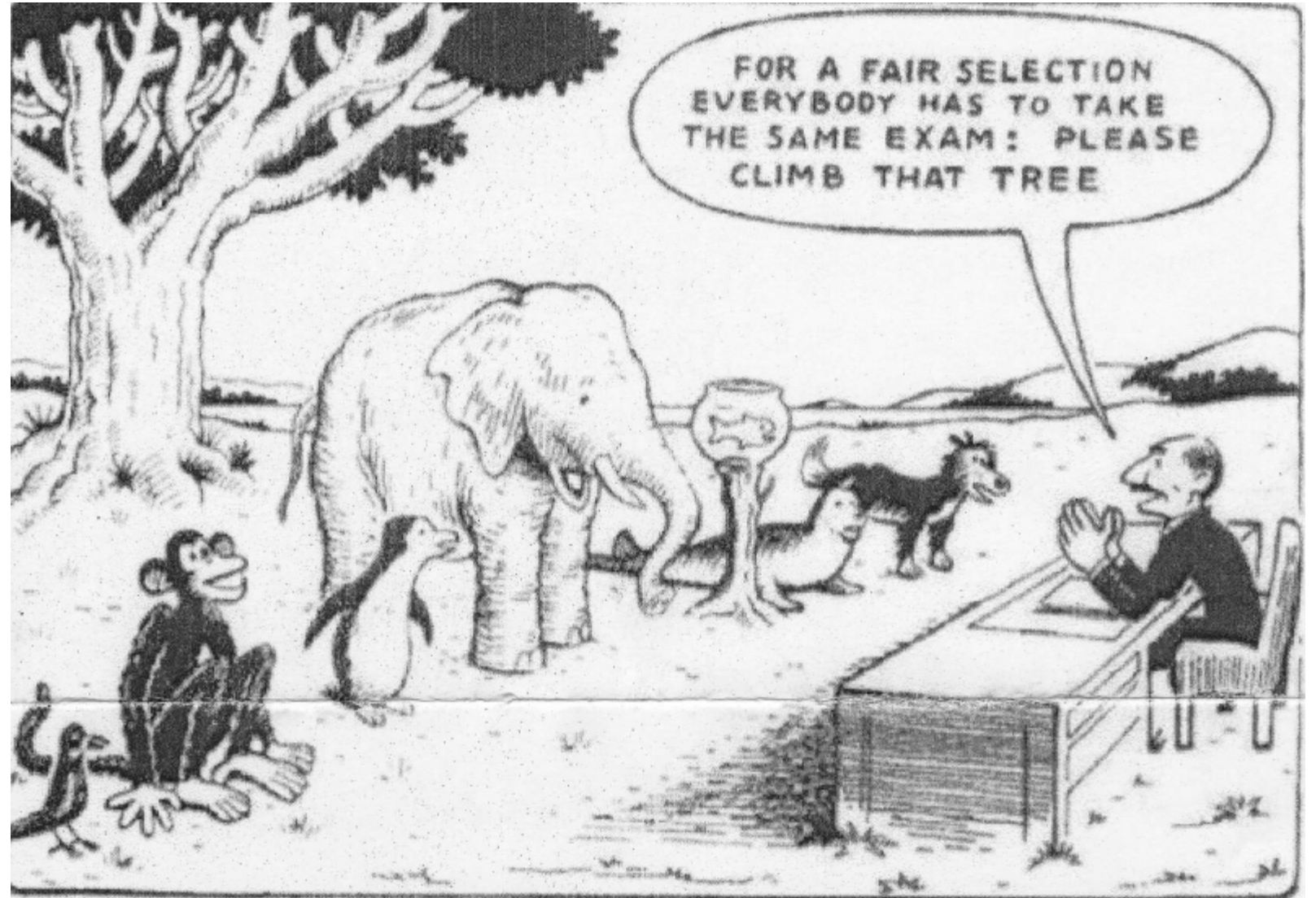
UNCT Delivering on Agenda 2030  
and NDS 1





***HOW DO WE PREPARE FOR  
IMPLEMENTATION, MONITORING AND  
EVALUATION?***

# What is happening and what do we learn?



<https://rockpaperscissorsinc.com/lets-learn-together-with-powerful-teaching-workshops/>

# Results Based Management

Inclusivity: Meaningful participation throughout the process

## Context and Situation Analysis *(to understand what is happening)*

What is the issue? Political, economic, social and cultural  
Who is affected?  
Who is the worst affected?  
Where are they?  
Why? Root, underlying, immediate causes?  
How & in what ways?  
What is being done to solve the problem & by who?  
*Use disaggregated data and evidence*

## Designing solutions & prioritisation

What therefore should be done?  
What is the big picture?  
What are the national, regional and global priorities?  
Who can do what?  
Who is being targeted?  
What are the risk factors?  
What are the assumptions?

## Measuring and delivering results

What change is to happen?  
What is the current situation?  
How do we know that there is progress?  
How do we know change happened?  
What tools & capacities do we need?  
How do we implement, where, with whom??  
With what capacities and resources?

## Evaluation, learning & adjusting

What change has happened?  
Who has changed?  
How?  
What is working well?  
What needs to be improved?  
Will this change last after the UN?

# Theory of Change

## Impact: Transformative change in the quality of life for all people in Zimbabwe

Outcomes

**People:** By 2026, all people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalised communities, realize their rights to equitable and quality social services and protection

**Planet:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable, and resilient livelihoods

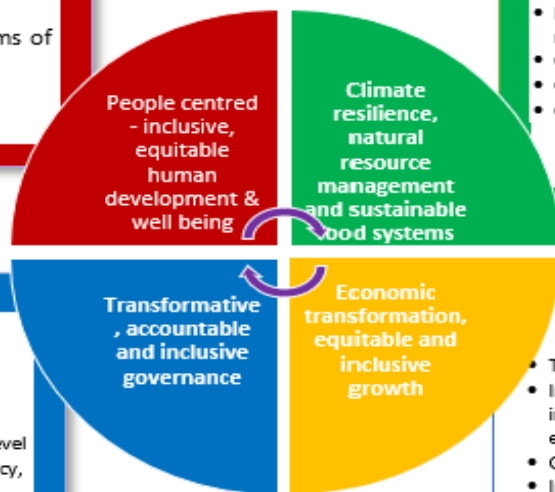
**Prosperity:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from more inclusive and sustainable economic growth with decent employment opportunities.

**Peace:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from more accountable institutions and systems for rule of law, human rights, and access to justice.

Solutions and priorities to address root causes

- Equitable access to quality comprehensive basic social services & social protection systems
- Protection: SGBV, Harmful practices and all forms of violence
- Advance gender equality and women empowerment

- Promote dialogue, citizen participation, rule of law and human rights, delivery of equitable justice and public services
- Strengthen conflict prevention and peace building mechanisms at national and sub-national level
- Strengthen use of ICTs to improve governance, transparency, and accountability



- Promote appropriate climate smart land use and sustainable biodiversity conservation, climate adaptation mechanisms
- Innovative financing mechanisms including blended finance mechanisms
- Clean technologies
- Good governance in Natural resources management
- Climate change communication, research,

- Promote innovative financing, value addition, beneficiation and value chains
- Transition the informal economy towards formalisation
- Improve the policy and 'doing business' environment for investment, private sector development, trade and economic growth
- Good governance in Natural resources management
- Invest in infrastructure, knowledge, digital use and skills in all key sectors

Diffusion of Digital Technologies/ICTs

Gender

Youth

Data and information strengthening

Partnerships

Resilience building

Devolution

cross-cutting issues

Populations furthest behind

The Indigenous people, Persons with disabilities, rural women and girls, populations hardest hit by disasters and climate shocks, sexual minorities and sex workers, refugees and stateless persons, older persons, youths incl. adolescent girls and young women, women and children in specific religious affiliations, older persons, refugees and stateless persons

- Shrinking democratic space and violation of human rights
- Corruption and lack of accountability
- Lack of impartiality in justice and rule of law
- Economic instability; Targeted economic and political sanctions
- Food insecurity, environmental and climate change
- Continued deterioration of infrastructure and access to services

Multi-dimensional risks

root causes

weak implementation and enforcement of existing legislation, insufficient institutional capacity, weak governance & corruption

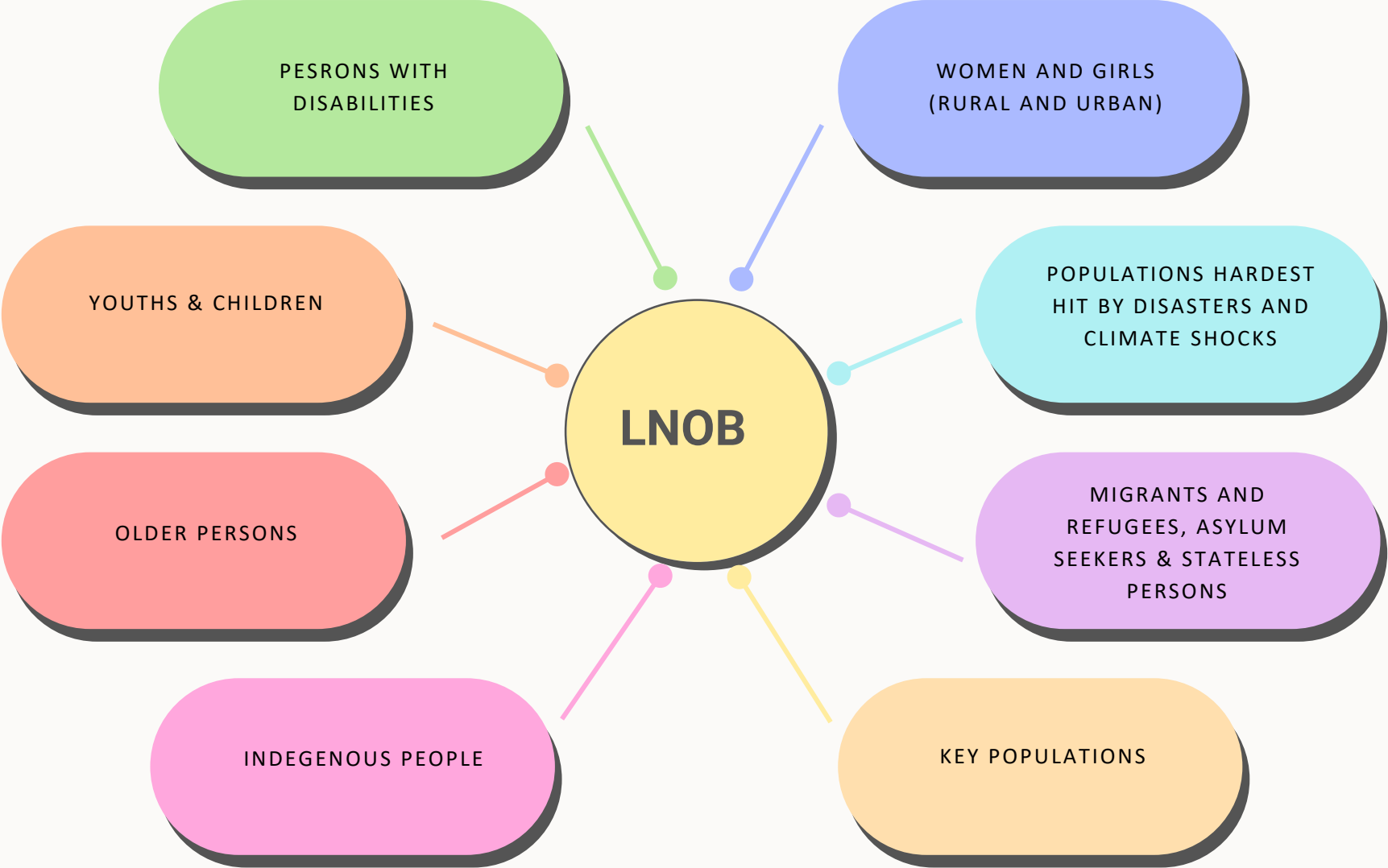
Economic challenges: Sustained deindustrialisation, rising informalisation, inflation, limited financing options and constrained domestic financing landscape

substantial environmental challenges, natural hazards and climate shocks worsened by COVID 19

Deep political polarization and unresolved grievances / conflict

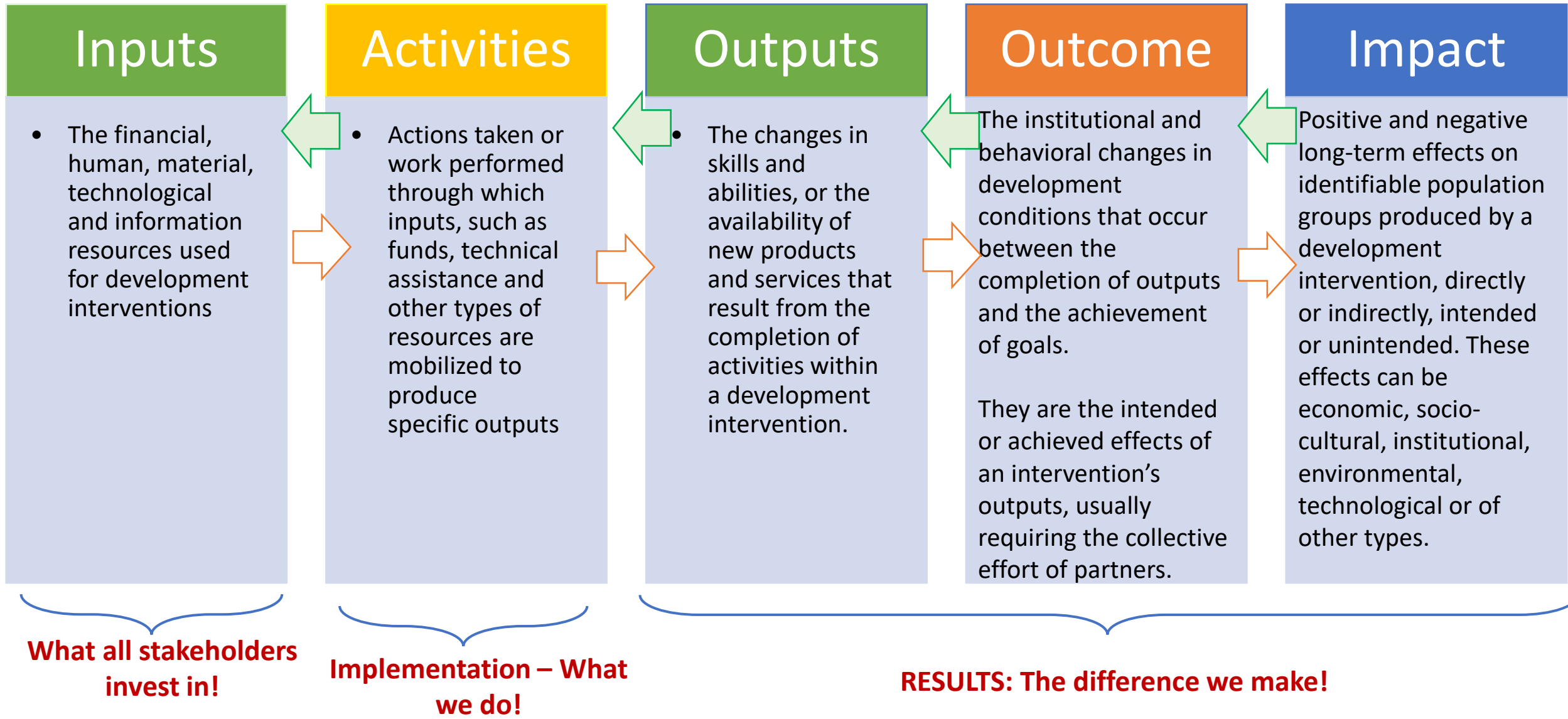
discrimination and rising inequalities

# Monitoring results for LNOB



# The Results Chain

Start here and work your way backwards – what is the change you want to see?





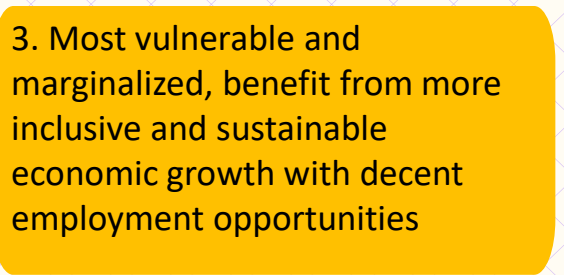
**What are we aiming to achieve and measure?**



National and subnational institutions capacity strengthened to deliver services



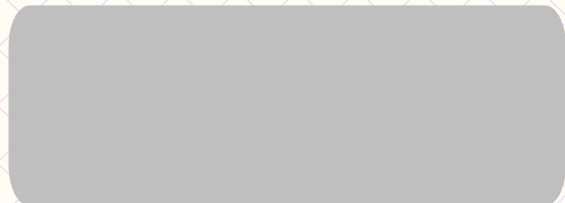
National and subnational institutions capacity strengthened to sustainably manage and protect natural resources, the environment and promote climate change resiliency



Key institutions strengthened to design and implement policies, laws and Programmes for inclusive and sustainable growth and development

Vulnerable and marginalized women, girls, adolescent empowered for productive and decent work opportunities.

Business environment is improved



# Measurement Framework for Results

<b>Result</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Data Sources</b>	<b>Collection Methods</b>	<b>Frequency</b>	<b>Responsibility</b>
<b>Impact</b>							
<b>Outcome 1</b>							
<b>Output 1.1.</b>							
<b>Output 1.2</b>							
<b>Outcome 2</b>							
<b>Output 2.1</b>							
<b>Output 2.2</b>							



***WHAT DO WE TRACK and MEASURE?***



# How do we know we are getting somewhere?

- SMART Results (outcomes and outputs)
- Indicators (Qualitative and Quantitative)
  - SDGs indicators
  - ZUNSDCF indicators
  - NDS 1 indicators
- Milestones
- Targets (Yearly, Annual)
- Baseline (starting line)

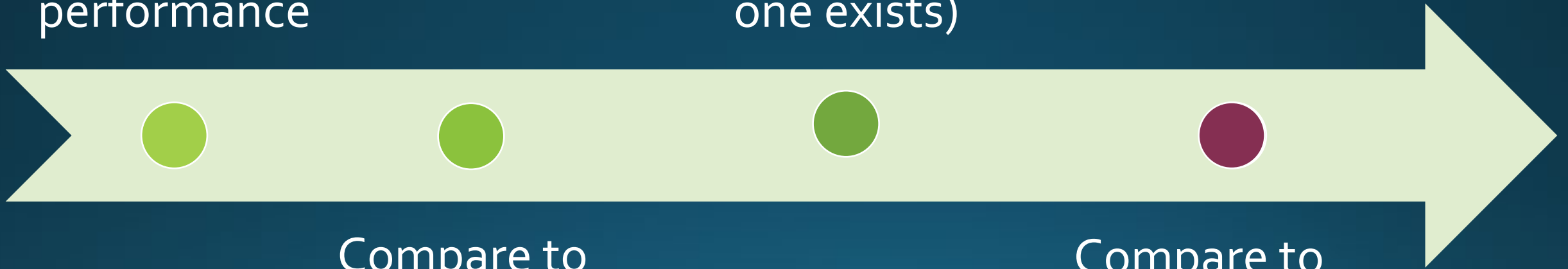
# Reporting Performance

Compare to  
own past  
performance

Compare to  
standard (if  
one exists)

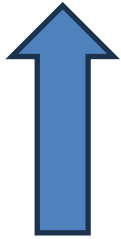
Compare to  
others (only  
if similar)

Compare to  
set targets

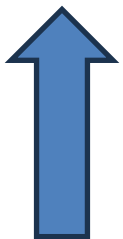


# Telling the results story

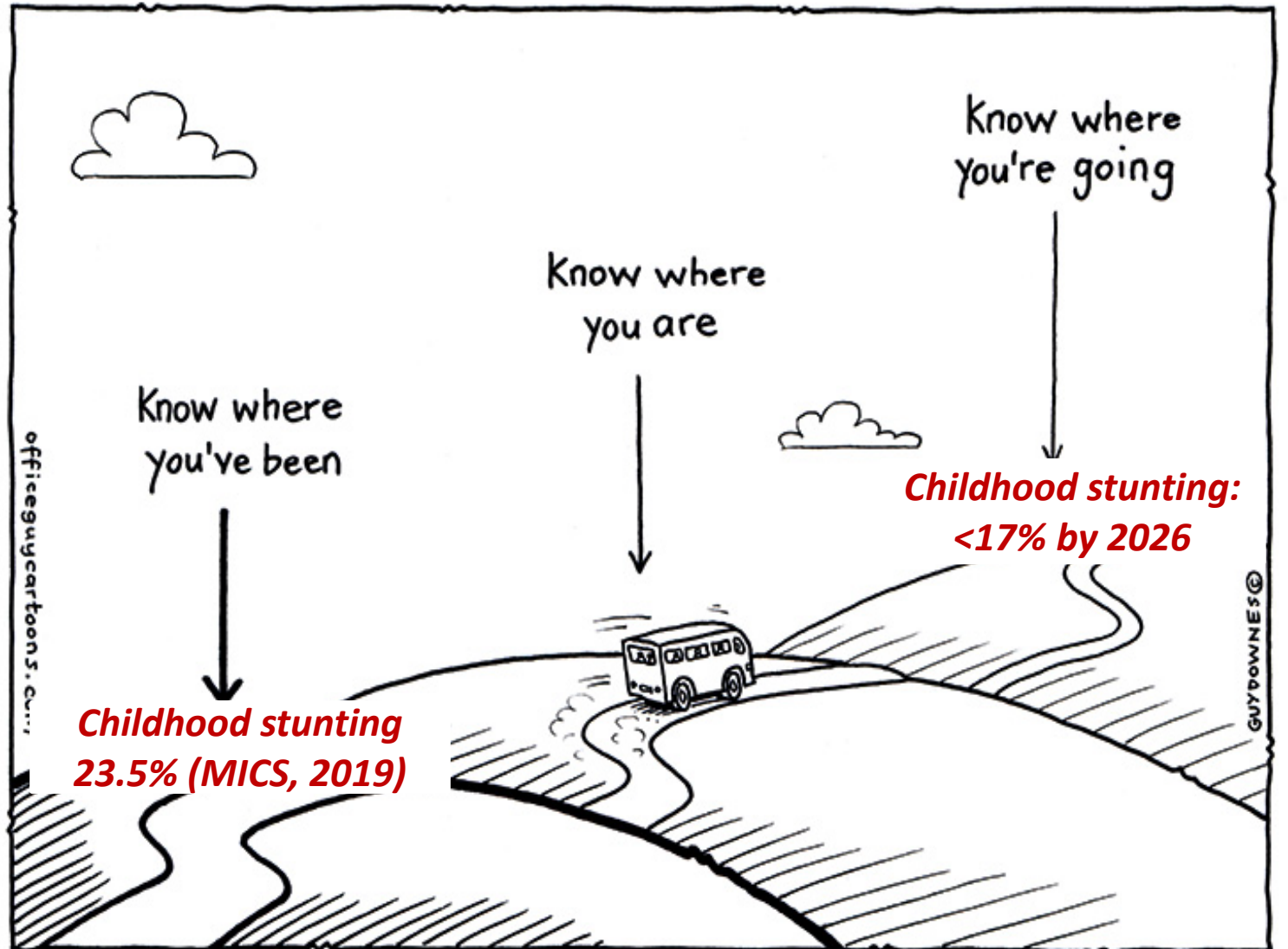
**Outcome indicator: Prevalence of childhood stunting and undernourishment (SDG 2.1.1 and 2.2.1)**



**Output indicator: Proportion of severe acute malnutrition children supplied with stunting packages.**



**How was the result delivered: (1) 1000 stunting packages delivered to 10 wards with high rates of SAM children. (2) USD5million used to purchase stunting packages**



# Tracking Inputs (2023)

## Where is the money going? How the UN contributes to the SDGs



Available Resources \$371.4 million



**1. No Poverty**  
10% of total



**2. Zero Hunger**  
8.2% of total



**3. Good Health and Well-being**  
60% of total



**4. Quality Education**  
3.6% of total



**5. Gender Equality**  
7.4% of total



**6. Clean Water and Sanitation**  
3.6% of total



**7. Affordable and Clean Energy**  
0.2% of total



**8. Decent Jobs and Economic Growth**  
0.6% of total



**9. Industry, Innovation and Infrastructure**  
1.7% of total



**10. Reduced Inequalities**  
0.5% of total



**11. Sustainable Cities and Communities**  
0.3% of total



**12. Responsible Consumption and Production**  
0% of total



**13. Climate Action**  
2.1% of total



**14. Life Below Water**  
0% of total



**15. Life on Land**  
0% of total

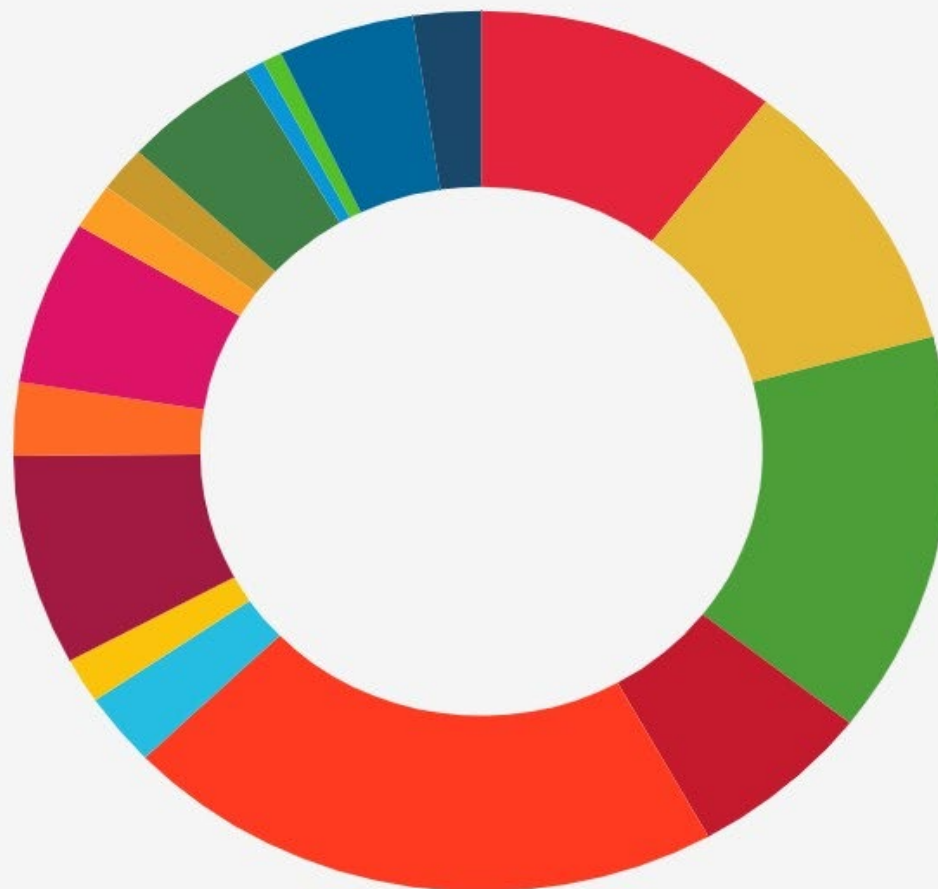


**16. Peace and Justice - Strong Institutions**  
1% of total



**17. Partnerships for the Goals**  
0.5% of total

# Tracking Progress of UN Activities (2023)



174 activities in Joint Workplan



**1. No Poverty**  
31 activities (18%)



**2. Zero Hunger**  
31 activities (18%)



**3. Good Health and Well-being**  
44 activities (25%)



**4. Quality Education**  
19 activities (11%)



**5. Gender Equality**  
62 activities (36%)



**6. Clean Water and Sanitation**  
8 activities (5%)



**7. Affordable and Clean Energy**  
5 activities (3%)



**8. Decent Jobs and Economic Growth**  
23 activities (13%)



**9. Industry, Innovation and Infrastructure**  
8 activities (5%)



**10. Reduced Inequalities**  
18 activities (10%)



**11. Sustainable Cities and Communities**  
5 activities (3%)



**12. Responsible Consumption and Production**  
5 activities (3%)



**13. Climate Action**  
14 activities (8%)



**14. Life Below Water**  
2 activities (1%)



**15. Life on Land**  
2 activities (1%)



**16. Peace and Justice - Strong Institutions**  
14 activities (8%)



**17. Partnerships for the Goals**  
7 activities (4%)

***HOW DO WE REPORT?***

# How do we report our achievements?

## Effective reporting: Key principles



UN system Wide Results and focus on UNCT priorities



Report on results and not processes and activities; Use indicators, baselines and targets.



Data and evidence driven including disaggregated data



People focused including disaggregation



Partnerships and targeted audience – primary audience is Government

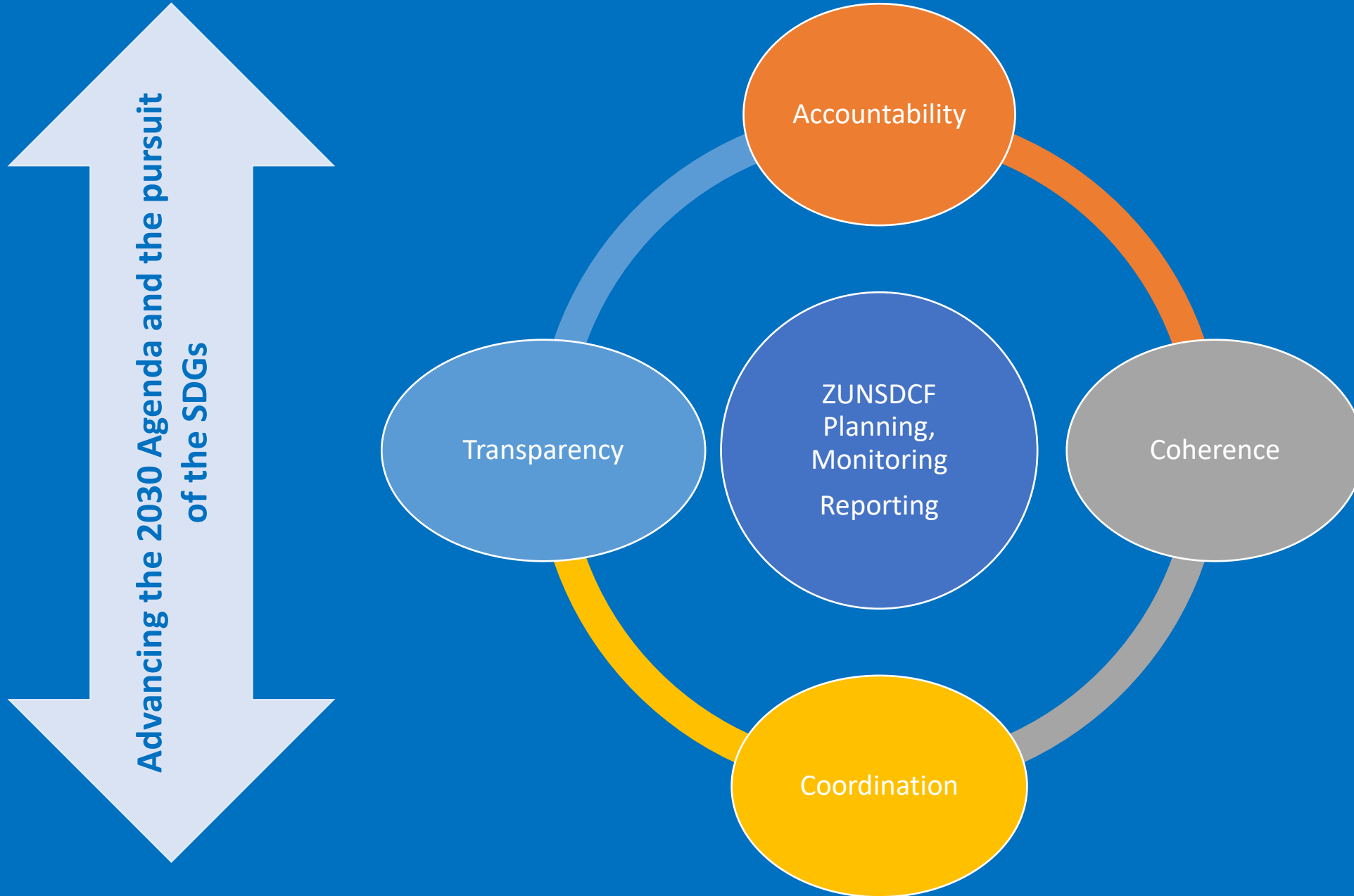


Link results to resources and demonstrate contribution to SDGs



***WHERE DO WE REPORT AND STORE  
INFORMATION?***

# UN Info: One Stop Shop



**Key  Takeaways**

# Key Takeaways as the Journey for VLRs begin

## Data and evidence

Ensure availability of data (disaggregated data) and evidence to inform the design of programmes and policies

## Deliver results

Orient development interventions and process to deliver results.

## Results beyond activities

Demonstrate achievements and change beyond activities and processes.

## Voices of the people

Ensure the voices of the concerned stakeholders are heard

## Innovation

Shift from the business-as-usual approach to more relevant innovative approaches that make a change in the lives of all people.

## Capacities

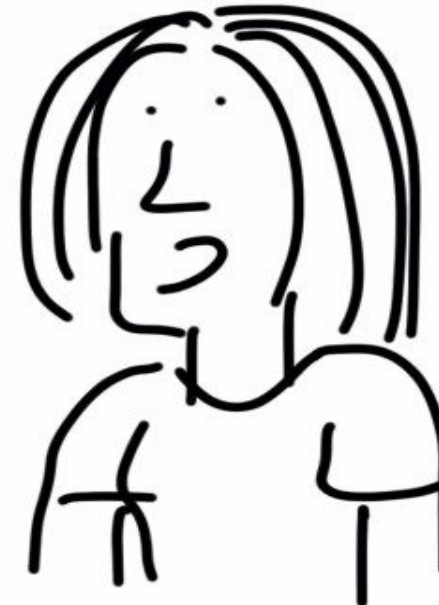
Build capacities for institutionalizing IRBM and the LNOB principle

What kind of evaluation  
did you need?



Our 3 year project is coming  
to an end and were told we  
needed an evaluation.

What kind is that?





**THANK YOU!**

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