UN Country Team approaches and experiences in Monitoring and Evaluation

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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

1. **Enabling environment**
   - If policies, institutional frameworks, regulatory frameworks and interventions are implemented and structural challenges are addressed.

2. **Institutional capacities**
   - And if Government and partners capacities at national and sub-national levels are strengthened.

3. **Empowerment**
   - And if communities and vulnerable people are empowered to demand and meet their responsibilities.

4. **Human development and overall productivity**
   - Then human development and overall productivity is increased ensuring employment, equitable distribution of income, wealth and productive assets such land, equitable access to quality services and protection of the environment.

5. **Transformative change in the quality of people in Zimbabwe**
   - Then institutional, community & individual resilience is strengthened leading to transformative change in the quality of life of all people in Zimbabwe.
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

Priority 2: PLANET
- Environmental protection, climate resilience, and natural resources management

Priority 3: PROSPERITY
- Economic transformation, equitable, resilient and inclusive growth

Priority 4: PEACE
- Transformative, accountable, equitable and inclusive governance

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

UNCT Delivering on Agenda 2030 and NDS 1
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?

# Results Based Management

## 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

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

- 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

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

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

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

- Transformative, accountable and inclusive governance
- Economic transformation, equitable and inclusive growth

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

- Promote innovative financing, value addition, beneficiation and value chains
- Transition the informal economy towards formalization
- 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

**Solutions and priorities to address root causes**

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, youth incl. adolescent girls and young women, women and children in specific religious affiliations, older persons, refugees and stateless persons

**Root causes**

- Weak implementation and enforcement of existing legislation, insufficient institutional capacity, weak governance & corruption
- Economic challenges: Sustained deindustrialization, rising informalization, 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

**Cross-cutting issues**

- Shrinkage of 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 climate change
- Continued deterioration of infrastructure and access to services
Monitoring results for LNOB

- People with disabilities
- Women and girls (rural and urban)
- Populations hardest hit by disasters and climate shocks
- Migrants and refugees, asylum seekers, and stateless persons
- Indigenous people
- Youths and children
- Older persons

Key populations
The Results Chain

**Inputs**
- The financial, human, material, technological, and information resources used for development interventions

**Activities**
- Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs

**Outputs**
- The changes in skills and abilities, or the availability of new products and services that result from the completion of activities within a development intervention.

**Outcome**
- The institutional and behavioral changes in development conditions that occur between the completion of outputs and the achievement of goals. They are the intended or achieved effects of an intervention’s outputs, usually requiring the collective effort of partners.

**Impact**
- Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

Implementation – What we do!

RESULTS: The difference we make!

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

What all stakeholders invest in!
What are we aiming to achieve and measure?

**ZUNSDCF Expected Results**

- 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

3. Most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities
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<tr>
<th>Result</th>
<th>Performance Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Data Sources</th>
<th>Collection Methods</th>
<th>Frequency</th>
<th>Responsibility</th>
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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 others (only if similar)
- Compare to standard (if one exists)
- Compare to set targets
Outcome indicator: Prevalence of childhood stunting and undernourishment (SDG 2.1.1 and 2.2.1)

Childhood stunting: 23.5% (MICS, 2019)

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) USD5 million used to purchase stunting packages
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 16 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

<table>
<thead>
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<th>Principle</th>
<th>Description</th>
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<tbody>
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<td>UN system Wide Results and focus on UNCT priorities</td>
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<td>Report on results and not processes and activities; Use indicators, baselines and targets.</td>
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<td>Data and evidence driven including disaggregated data</td>
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<td>People focused including disaggregation</td>
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<td>Partnerships and targeted audience – primary audience is Government</td>
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<td>Link results to resources and demonstrate contribution to SDGs</td>
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WHERE DO WE REPORT AND STORE INFORMATION?
Advancing the 2030 Agenda and the pursuit of the SDGs
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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