



LEAVING **NO
ONE** BEHIND:
EVALUATION
for **2030**

2019 National Evaluation
Capacities Conference

Embedding Evaluation in Voluntary National Reviews (VNRs) Workshop

21st October 2019

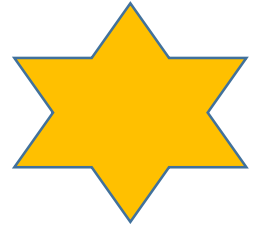
WELCOME & AN OPPORTUNITY

Ada Ocampo
UNICEF
Senior Evaluation Specialist

Welcome to valued participants from around the world



An opportunity for participants!



UNICEF and EVALSDGs are interested to add value to this Workshop:

- UNICEF may support approximately 4 countries in preparation of evidence-based VNRs.
- EVALSDGs can feature “spotlight” countries to demonstrate good practices and help other countries
- **Today’s task** - work through the exercises to prepare an action plan/proposal to strengthen your VNR.

Workshop Overview

Objectives:

Learning Objective 1

Increase the capacity of countries to embed evidence from evaluations in VNRs

Learning Objective 2

Understand the relevance of scaling up evidence from evaluations, to inform national policies and VNRs, as a means to accelerate progress towards the SDGs

Learning Objective 3

Be better able to use evidence from evaluations and other sources in actions towards future VNRs

Approach:

This training utilises practical examples from around the world and gives you an opportunity for some hands-on experience collaborating with people from a variety of countries.

Workshop Timeline

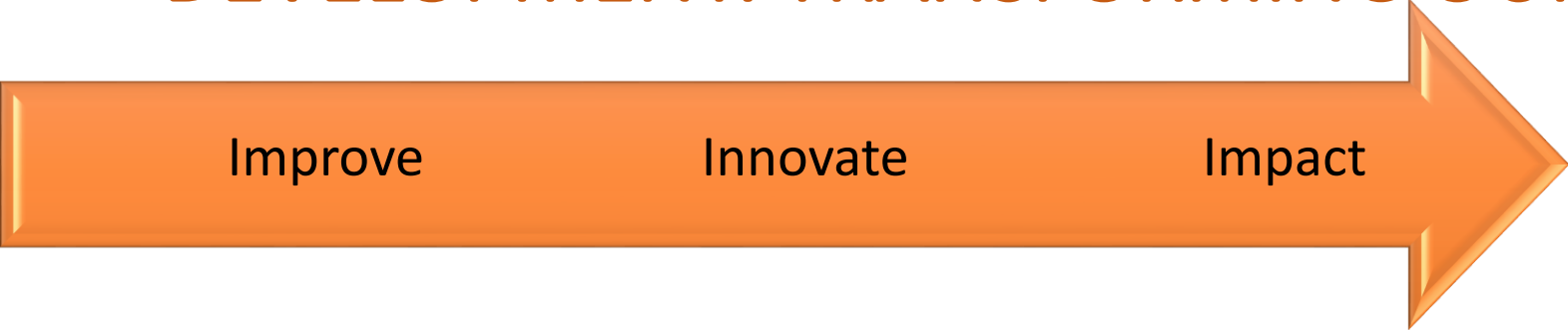
Time	Session
09.00-09.10	WELCOME & INTRODUCTION Ada Ocampo
09.10-09.30am	Session 1a: Background to evaluation and VNRs
09.30-10.30	Session 1b: Evaluation and the importance of country ownership
10.30-11.00	Morning Break
11.00-12.00	Session 2: Importance of evidence based decision making
12.00-12.45	Session 3: Embedding Evaluation in VNRs
12.45-13.00	Q&A – raise any special concerns
13.00-14.00	Lunch Break
14.00-14.30	Feedback opportunity
14.30-15.30	Session 4: Successful Evaluations
15.30-16.00	Afternoon Break
16.00-17.00	Session 5: Evaluation use in VNRs and action plans
17.00-17.20	Recap and last questions
17.20-17.30	Closing

Background to Evaluation and VNRs

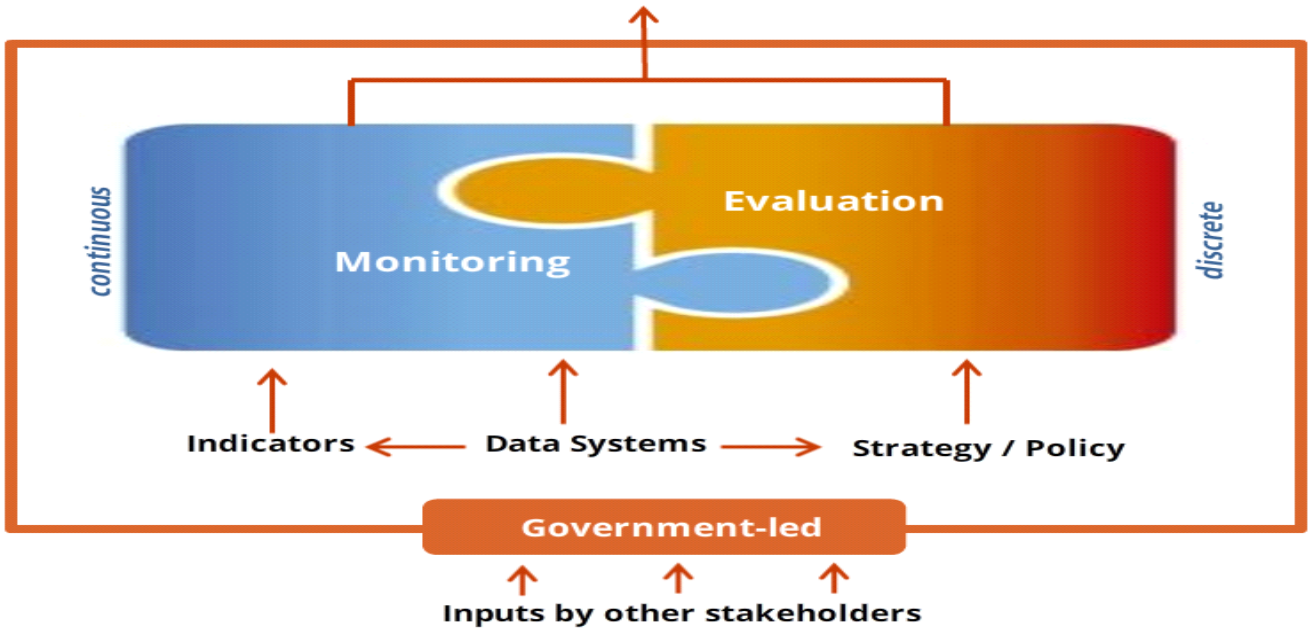
Dr. Dorothy Lucks

**Co-Chair EVALSDGs
Executive Director SDF Global
Credentialed Evaluator**

2030 AGENDA FOR SUSTAINABLE DEVELOPMENT: TRANSFORMING OUR WORLD



- Regular :**
- **Global Review** (SDG Progress Report / National Presentations)
 - **Regional Review**
 - **National Review** (National Report)



Background and Purpose of VNRs

(UN DESA VNR Handbook)

- VNRs are designed to be “regular and inclusive reviews of progress at the national and sub-national levels, which are **country-led and country-driven**”.
- VNRs “aim to facilitate the sharing of experiences, **including successes, challenges and lessons learned**, with a view to **accelerating the implementation** of the 2030 Agenda [and] strengthen policies and institutions of governments and **to mobilize multi-stakeholder support and partnerships**”
- In 2019 47 countries have completed VNRs
- In total since 2016 111 VNRs have been completed³.

3. Sustainable Development Knowledge Platform: Voluntary National Reviews Database. Available at:

<https://sustainabledevelopment.un.org/vnrs/>

2030 Agenda (Para 74) VNR Principles

- They (VNRs) will be rigorous and based on evidence, informed by **country-led evaluations and data which is high-quality, accessible, timely, reliable** and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts.
- They (VNRs) will require enhanced capacity-building support for **strengthening of national data systems and evaluation programmes.**

Monitoring AND EVALUATION for the 2030 Agenda



Monitoring is **necessary but not sufficient** –

Monitoring checks whether we are doing what we planned to do

Evaluations assess whether our plans are resulting in their **intended outcomes and impacts**. We need to carry out **evaluations for accountability and good governance**.

Evaluations involve **deep analysis** of issues such as causality, relevance, effectiveness, efficiency, value for money and sustainability

Evaluations **promote learning**, use of the findings for continuous improvement, not as a punitive exercise. Evaluations can be policy/program/project based but can also focus on learning issues or themes, especially for those left behind.



Note: EVALSDGs – stands **Evaluation – Added Value and Learning for the SDGS**

Evaluation Background

• Evaluation is an assessment conducted as **systematically and impartially** as possible of an activity, project, programme, strategy etc. to analyse the level of achievement of both expected and unexpected results¹.

• Common evaluation criteria is set by the OECD Development Assistance Committee²:

- Relevance
- Effectiveness
- Efficiency
- Impact and
- Sustainability

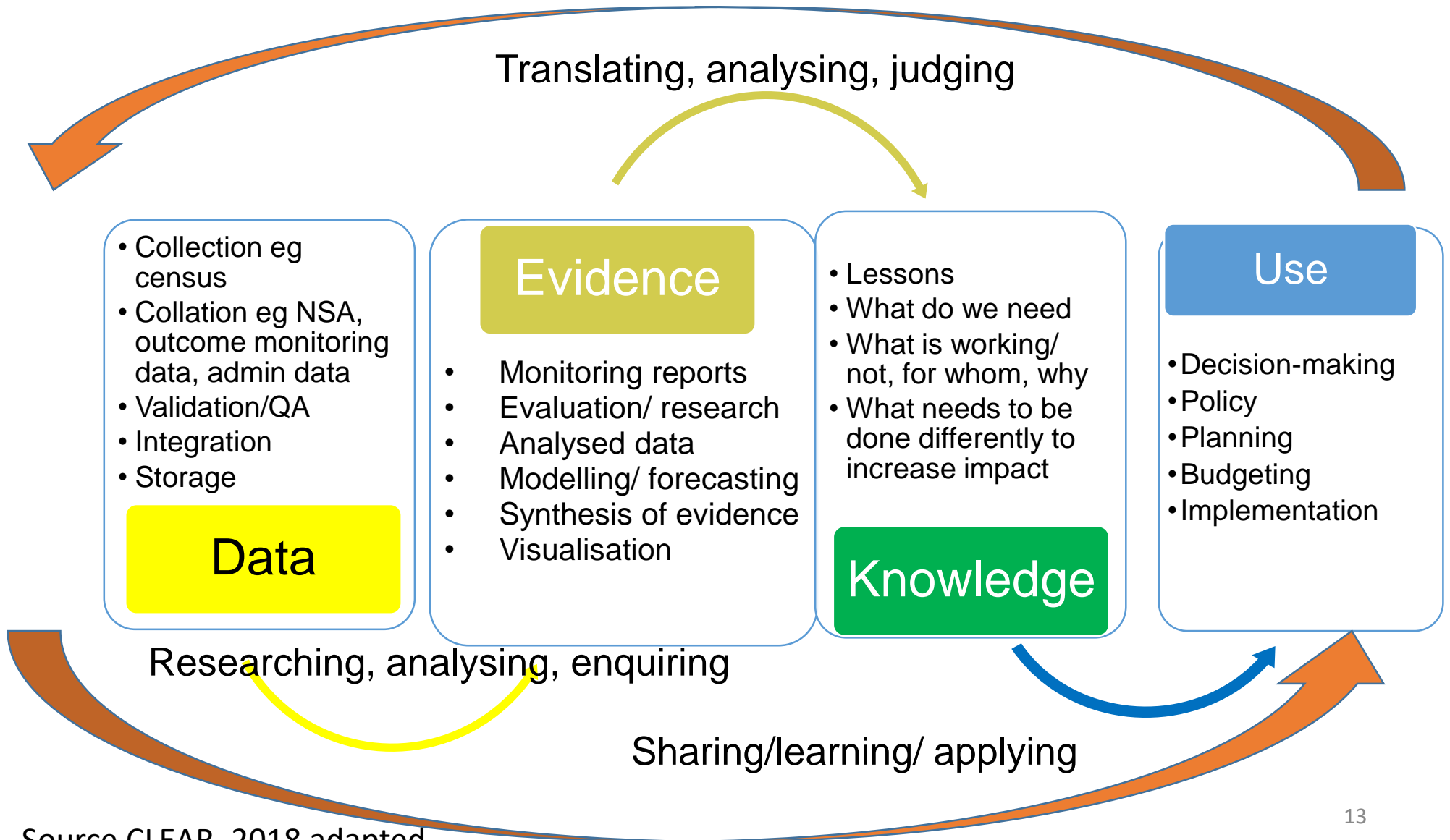
Additional criteria can be: gender, human rights, environmental impact, Indigenous sovereignty, innovation, and many others, depending on context. And the focus on “no-one left behind”.

1. Clear/UNICEF presentation ‘Orientation to Countries on Evidence-Based VNRs’ Addis Ababa 11-12 December 2018.

2. OECD, 2019. ‘DAC Criteria for Evaluating Development assistance.’ Available at:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Evaluation system



Evaluation for those “Left Behind”



Eg.
Equity & gender-focussed evaluation
Indigenous evaluation
Participant-led evaluation

EVALUATION AND THE IMPORTANCE OF COUNTRY OWNERSHIP

Dr. Dorothy Lucks

**Co-Chair EVALSDGs
Executive Director SDF Global
Credentialed Evaluator**

2030 Agenda (Para 74) VNR Principles

- They (VNRs) will be rigorous and based on evidence, informed by **country-led evaluations** and data which is high-quality, accessible, timely, reliable and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts.
- They (VNRs) will required **strengthening of national data systems and evaluation programmes**, and enhanced capacity-building support, particularly in African countries, least developed nations, landlocked developing countries and middle income countries.

Evaluation systems readiness needs country ownership & leadership “champions”



1. Country leaders understand and support evaluation
2. All key stakeholders are gathered together— government (lead & sector agencies), Parliamentarians, civil society, private sector, development support agencies.
3. Capacities are assessed
4. Gaps are identified.
5. Action plans, including responsibilities and resources are developed and agreed.

E.g. Nepal Parliamentarians & House Speaker join seminar of evaluation & the SDGs

Source: <https://www.evalpartners.org/sites/default/files/documents/evalgender/Nepal-SDG%20Workshop%20ReportOctober-2016.pdf>

National Monitoring and Evaluation Systems

A national evaluation system is a system “in which evaluation is a regular part of the life cycle of public policies and programmes, it is conducted in a methodologically rigorous and systematic manner in which its results are used by political decision-makers and managers, and those results are also made available to the public”. Evaluation systems are a function of values, practices and institutions as outlined below. (Lazaro, 2015, p. 16)

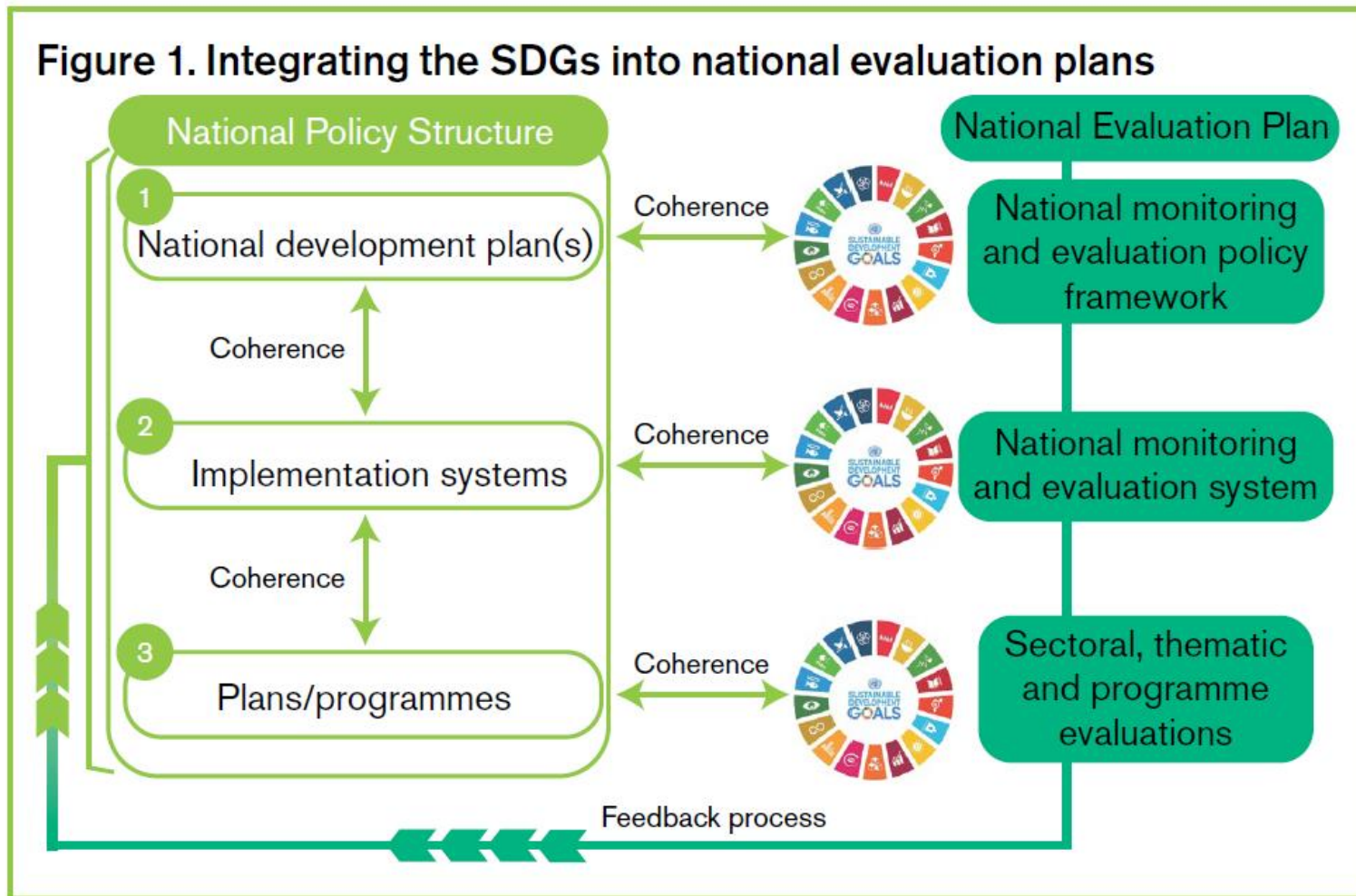
National evaluation systems are characterised by the following¹¹:

- Presence of evaluation in political, administrative and social discourse
- Need for consensus on what evaluation is, what type of knowledge is produced, and how evaluations should be conducted
- An Evaluation Agenda/Plan with organisational responsibility
- Permanency

11. Clear/UNICEF presentation ‘Orientation to Countries on Evidence-Based VNRs’ Addis Ababa 11-12 December 2018.

National Systems for the SDGs

Figure 1. Integrating the SDGs into national evaluation plans



Sharing of country experience

Ada Ocampo
UNICEF
Senior Evaluation Specialist

Sharing of country experience with evaluation and the SDGs

Country examples

- Finland
- Nigeria

Sharing of country experience with evaluation and the SDGs

- Participant country experiences.
 - Share your experience for your country
 1. What is the biggest priority for no-one left behind in your country?
 2. Has a VNR already been prepared?
 3. Is there an effective structure for reporting on the SDGs
 4. Is there an national evaluation system?
 5. What is the greatest priority for strengthening the evaluation system for the SDGs?

Importance of Evidence Based Decision Making

Dorothy Lucks
Executive Director SDF Global

“Transforming our world” needs better decisions and systems

**Context (social, political, economic, environment reality)
Needs Political Leadership**



Evidence helps to inform local, national, cross-boundary and global decision-making for better solutions in pursuing the 2030 Agenda and SDGs

Why evaluate?

- What questions should be evaluated?

Better decision-making:

Should policy/ intervention be continued/changed?
What should be changed for whom, how?
Should resources be increased/decreased?



Stronger accountability:

Where are efforts focussed?
Is this spending making a difference? Is it reaching those who need it?



Improve/ transform performance

How can we address weaknesses and opportunities?
What are the areas of focus for innovation and transformation?



Generate knowledge (for learning):

What do we learn from specific interventions?
How can we share/scale up good practices?
How do we apply lessons about what works and what does not work for whom in what circumstances for better outcomes?



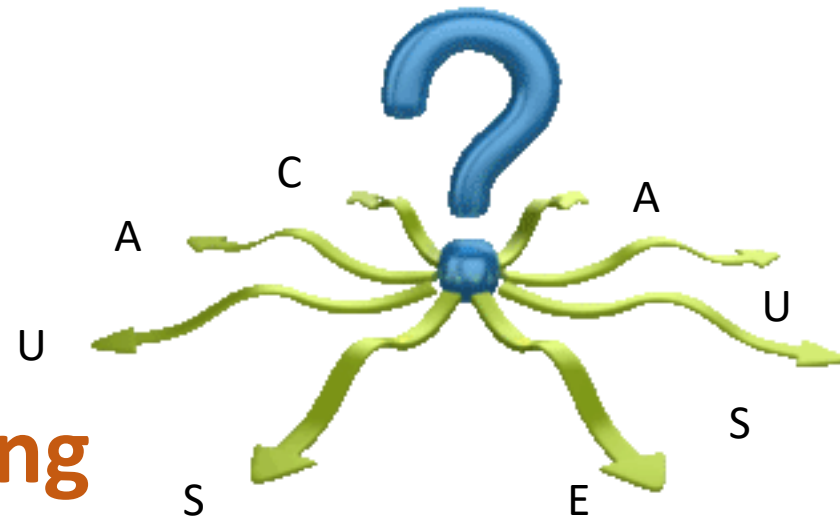
Good governance

EVIDENCE MATTERS !

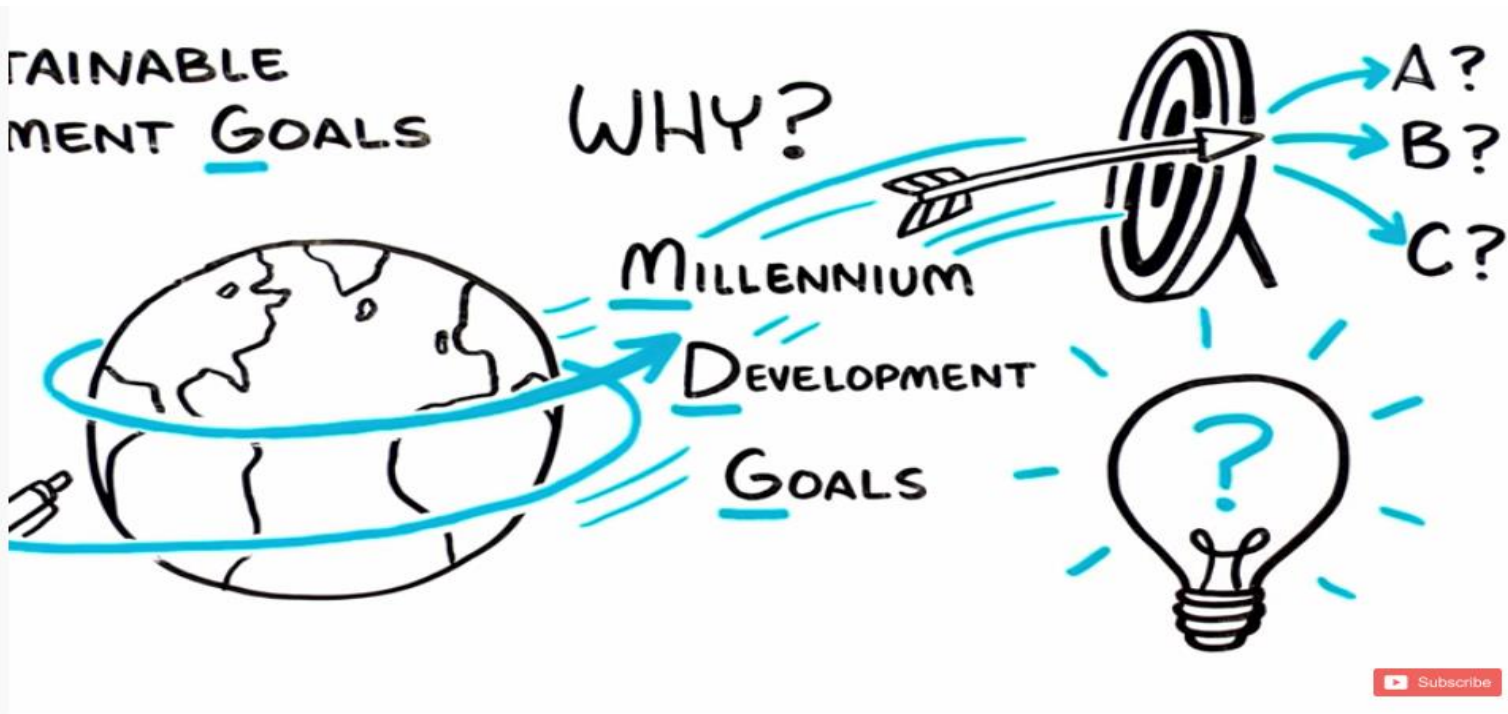
For the SDGS & especially those “left behind”

IDENTIFYING THE C-A-U-S-E through evaluation....

- **C---COLLECT** data
- **A---ANALYSE** data
- **U---USE** findings
- **S---SYSTEM-BASED** thinking
- **E---EVALUATION**



Evaluation can help us achieve greater equality for all.



U



$$Pv=iW0$$

Evaluation can help us achieve greater gender equality in a new development agenda. Here's how.

What is Evidence?



- Evidence is data that is independent, objective, verifiable and valid
- Evidence is both internally and externally valid
 - Internal validity - scientific credibility
 - External validity - contextual relevance of data e.g. The earth is flat! – valid or not valid?
- Data can be quantitative and qualitative
- Strong evidence will be drawn from multiple sources and cross-analysed and will speak for itself.
- Evidence is NOT opinion
 - Subjective (I think...)
 - Partial (in my situation ...)
 - Difficult to verify⁴.



4. Clear/UNICEF presentation 'Orientation to Countries on Evidence-Based VNRs' Addis Ababa 11-12

Examples of Evidence Sources

- much data is already available – focus on analysis & finding the missing piece.



	Internal/Secondary	External/Primary
Quantitative	Published research Statistical data Verified/validated project performance data Audit data	Field Surveys Randomised control trials Administrative /financial data
Qualitative	Published case studies Published policy papers Peer reviewed articles	Economic and statistical modelling Expert knowledge Case studies Stakeholder consultations Participant focus groups
Combined	Systematic research Multi-stakeholder reviews Meta evaluation synthesis	Related Policy and programme evaluations

Quantitative

Strengths

- Provides **precise**, quantitative, numerical data
- Can **generalize** a research finding when it has been replicated on many different populations and subpopulations.
- Research results are relatively independent of the researcher (e.g., effect size, statistical significance).
- Useful for studying large numbers of people.

Weaknesses

- Researcher may miss out on phenomena occurring because of focus on hypothesis *testing rather* than on hypothesis *generation*.
- Knowledge produced may be too abstract and general for direct application to specific local situations, contexts, and individuals.

Qualitative

Strengths

- The data are based on the **participants' own** categories of **meaning**.
- It is useful for studying a **limited number of cases** in depth.
- It is useful for **describing complex phenomena**.
- Provides individual case information.
- Can describe, in rich detail, **phenomena** as they are situated and **embedded in local contexts**.

Weaknesses

- Knowledge produced **may not generalize** to other people or other settings (i.e., findings may be unique to the relatively few people included in the research study).
- It is more **difficult to test hypotheses** and theories.
- Data analysis is often **time consuming**.

Assessing the Quality of Evidence

- **Accuracy** - to what extent is the data that is present accurate? What biases may be present?
- **Completeness** - how complete is the dataset? How much missing data is there?
- **Timeliness** - when was the data collected? Is this sufficiently recent to still be relevant?
- **Coverage** – Which population/area is missing?
- **Accessibility** - who has access to the data? Who controls this access?
- **Confidentiality** - can individuals be identified from the data?
- **Ethical** - personal data may only be used for the purposes for which it was collected⁶.

6. Clear/UNICEF presentation 'Orientation to Countries on Evidence-Based VNRs' Addis Ababa 11-12 December 2018.

Evidence within National M&E Systems

Components	Benin	Uganda	South Africa
Evaluation Policy & Plan	Yes - Strategic Evaluation Plan 2013–2015	Yes - 3-year rolling evaluation agenda	Yes - Annual national, 7/9 provincial and emerging 44 departmental plans
Collect and analyse data	14 implementation /process evals, 1 impact	Implementation, 4 process evaluations and 3 impact evals	45 implementations (process, some summative), 8 impact, 5 diagnostic, 1 economic
Use of data	6/9 (67%). In follow-up observe significant changes from implementation of findings	Follow-up shows between 10% and 30% of evaluation recommendations have been taken up	9/16 have implemented >25% of recommendations; in 2 the improvement plans have been incorporated into another evaluation
Systems approach	Platform in Ministry of Planning	M&E Dept relates with donor economists group, & Donor Partnership Forum	Intergovernmental approach
Evaluation ownership	BEPPAG, Presidency. National Evaluation Board selects evaluations, involves range of stakeholders	GEF in OPM. National Monitoring and Evaluation Technical Working Group	DPME overall 'owner' of system. Supported by Evaluation Technical Working Group involving national and provincial departments

Activity: Quality evidence for SDGs decision-making

Activity Instructions

- Please form into groups
- You will be provided with examples of sources of information relating to the Sustainable Development Goals (SDGs)
- In your groups please discuss the validity, reliability and usefulness of each data source
- Please also brainstorm ideas regarding how the available data sources in your own country could be strengthened and discuss with your group and record these on your individual sheets as well.



LEAVING **NO ONE** BEHIND: EVALUATION for **2030**

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Incorporate Evidence in the VNRs

UNICEF

Robert Stryk

Regional Evaluation Advisor UNICEF

 @undp_evaluation

#NECdev

Incorporating Evidence in the VNRs

Voluntary National Reviews (VNRs) are part of the Agenda 2030 for Sustainable Development. They should be made to the High-level Political Forum on Sustainable Development (HLPF). They are:

- ▶ **Voluntary,**
- ▶ **Regular**
- ▶ **State-led**
- ▶ **Participatory**

The **objective** is to:

- ▶ Provide a platform for partnerships
- ▶ Sharing of experience (successes, challenges, lessons learned)
- ▶ Accelerate implementation of Agenda
- ▶ are part of the follow up and review of the Agenda 2030



Incorporating Evidence in the VNRs – Entry Points

Evaluation provides a toolbox that can be used at different stages of the VNR process.

- ▶ **Diagnosing:** In understanding the problem, exploring the reasons for poor performance, more livelihood outcomes, etc., in comparing options to respond. This applies to national programmes, as well as to the SDGs.
- ▶ **Planning:** In planning and designing appropriate responses to the diagnosis undertaken, setting indicators and targets, including domesticating the SDGs to fit national agendas, selecting appropriate targets to include and determining what targets to set.
- ▶ **Implementation:** In tracking implementation, using monitoring data, implementation evaluations and implementation research to understand how implementation is going and how it can be strengthened.
- ▶ **Assessing outcomes and impacts:** Outcome monitoring says whether outcome indicators are being achieved (e.g., maternal mortality, passing of school examinations) as well as unintended outcomes, while evaluations seek to understand what caused those outcomes/impacts.
- ▶ **Learning:** Supporting learning throughout the process.

Diagnosing

Voluntary National Reviews (VNRs) are part of the Agenda 2030 for Sustainable Development. They should be made to the High-level Political Forum on Sustainable Development (HLPF). They are:

- ▶ **Identifying existing evaluations and research and using their results;** being aware of the evaluations that cover relevant SDGs in country. There are various databases for evaluations, for example for the UN system UNEG, on impact evaluation 3ie, etc.
- ▶ **Synthesizing results from existing evaluations;** using tools that synthesize different evaluations on similar topics to see emerging trends and higher level of evidence.
- ▶ **Undertaking new evaluation or research;** if evaluations are not available on certain important topics it is worthwhile to consider conducting additional work but being time conscious.



Planning

Setting out new policies required a good understanding of the situation, limitations and how actions and policies influence results. Evaluations can contribute to this through:

- ▶ **Formative evaluation;** use formative evaluations in areas where not prior work has been done to help come up with policy choices.
- ▶ **Theories of change;** employ theories of change or other logical models not only to create a basis for future evaluation and assessment of policies but also to clarify how different actions will affect the results.

As part of the mechanism to provide effective monitoring and evaluation of the SDGs' ENR-related indicators, the Ministry of Environment initiated and implemented a web-based results monitoring system to enhance cross-sectoral coordination and track implementation progress.
(Rwanda)



Inform Implementation

Implementation evaluations seek to understand how interventions are operating, whether the theory of change is working as planned, and whether they are likely to reach the desired outcomes. Often, it is found that implementation is not proceeding as planned, in which case the desired outcomes may not be achieved. The emerging results from implementation / process evaluations can be fed back into practice quickly.

- ▶ **Data availability;** ensure that relevant data are collected;
- ▶ **Monitoring against targets;** data need not only to be collected but also analysed and matched to targets in the theory of change;
- ▶ **Implementation evaluations / mid term evaluations;** implement specific evaluations at key points during implementation.

Studies will be conducted at four-year intervals to assess the impact of SDGs interventions and inform future strategic actions and interventions. A mid-term evaluation will be conducted in 2024 and a post-hoc evaluation in 2031 to assess the overall outcomes of the implementation of the SDGs and Agenda 2063 (Ghana)



Assessing Outcomes and Impact

Traditionally, evaluation has been seen as ex-post, reporting on past performance and explaining the reasons for that performance. This would typically use the evaluation criteria of OECD DAC.

- ▶ **Impact evaluations;** are very time consuming and require high levels of planning and organization, in some contexts they are difficult to implement, especially in situations where policy changes are concerned;
- ▶ **Outcome evaluations;** focus on the outcome level of the theory of change or logframe and are easier to implement.

The oversight, monitoring and evaluation identified opportunities for calibrating the national development compass for coherent policy management aimed at full attainment of sustainable development for which the 2030 Agenda serves as the global plan of action. According to the Agenda 2030, effective monitoring, oversight, review and evaluation and reporting on the achievement of the SDGs, thus being based on a reliable and accurate factual basis for the management of the problems of inequality and discrimination, depend on high quality, timely and reliable data. (Serbia)



Learning

Evaluations always support accountability and learning. Throughout the process it will be very important to ensure that relevant lessons are recorded and that the often numerous evaluation findings are synthesized to ensure the right lessons are drawn from the effort.

Share lessons learned and best practices that have been gained by the countries in and around the region, which can contribute to tracking, evaluation and monitoring of implementation plans and strategies developed with a view of achieving SDGs. (Azerbaijan)



Timing

When starting the process ensure that gaps in knowledge are identified at least 18 month before the due date.

- ▶ **Scan available evidence;** immediately upon starting the VNR process.
- ▶ **Meta evaluations, summary evaluations;** plan to have completed six month before due date of VNR;
- ▶ **Specific evaluations covering gaps;** plan so that they are completed at least six month before the due date of the VNR;
- ▶ **Evaluability / theory of change;** conduct whenever a new policy is initiated
- ▶ **Implementation evaluation;** conduct regularly every three years or appropriate timeframe for policies.

Summary

Depending on the situation vis a vis the VNRs different research and evaluation tools can be used. It is important to make a conscious choice of these tools to ensure that the process is cost efficient and provides timely information to the VNRs.

Given the timeline, for the VNRs to be submitted in **July 2020** it is too late to initiate additional evaluations, and the priority therefore would be to ensure existing evaluations are used, and maybe initiate work on summarizing and for meta analysis.

When starting the process ensure that gaps in knowledge are identified at least 18 month before the due date.





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for 2030**

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Thank You

 @undp_evaluation

#NECdev

Feedback Opportunity

Any queries or questions regarding what has been covered this morning?

Any other queries or questions regarding evaluation and VNRs?

Successful Evaluation

Dorothy Lucks
Executive Director SDF Global

Evaluation Success Factors

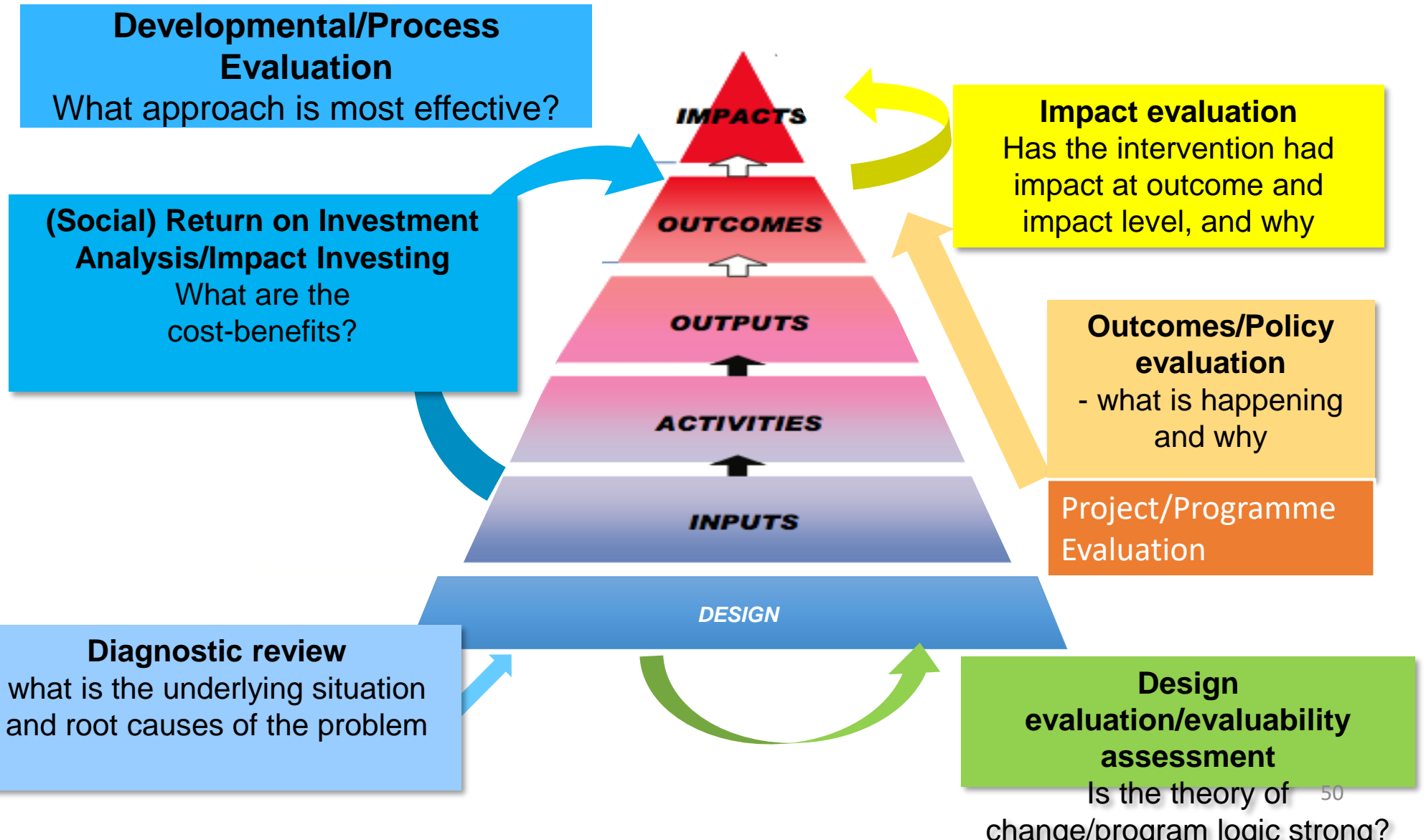
1. Users and stakeholders should be involved and consulted throughout the evaluation process.
2. The support of senior decision-makers is key, as is their commitment to the implementation of the recommendations.
3. Evaluators need to ensure that recommendations are feasible and relevant.
4. Independent evaluations must attempt to capture organizational realities.
5. Management responses and follow-up processes must take place and be adequately supported.
6. The sharing of findings enables cross-organizational learning and use

Source: UNEG Working Paper: Evaluation Use in the UN System: Conclusions from the Data, 2016

Some definitions

Term	Definition
Ex-ante /formative evaluation	Supports the design of interventions. Also helps in evaluability by building a theory of change, indicators and targets (already started for the SDGs)
Theory of change	A tool that describes a process of planned change, from the assumptions that guide its design, the planned outputs and outcomes to the long-term impacts it seeks to achieve
Ex-post/summative evaluation)	Assessing/evaluating quality after a programme or institution has been in operation in order to establish strengths and weaknesses for performance improvement. Can also include mid term evaluations
Process/implementation evaluation	Determines whether programme activities have been implemented as intended and whether the process of implementation is working.
Formative /realist evaluation	Evaluation activities undertaken to assist learning in terms of how, why, and under what conditions a policy will work or has worked.
Developmental evaluation/complexity aware evaluation	Evaluates the process of how a situation is unfolding; often applies to complex situations so growing range of tools for assessing systems, synergies and trade-offs in the context of the SDGs

Evaluations types

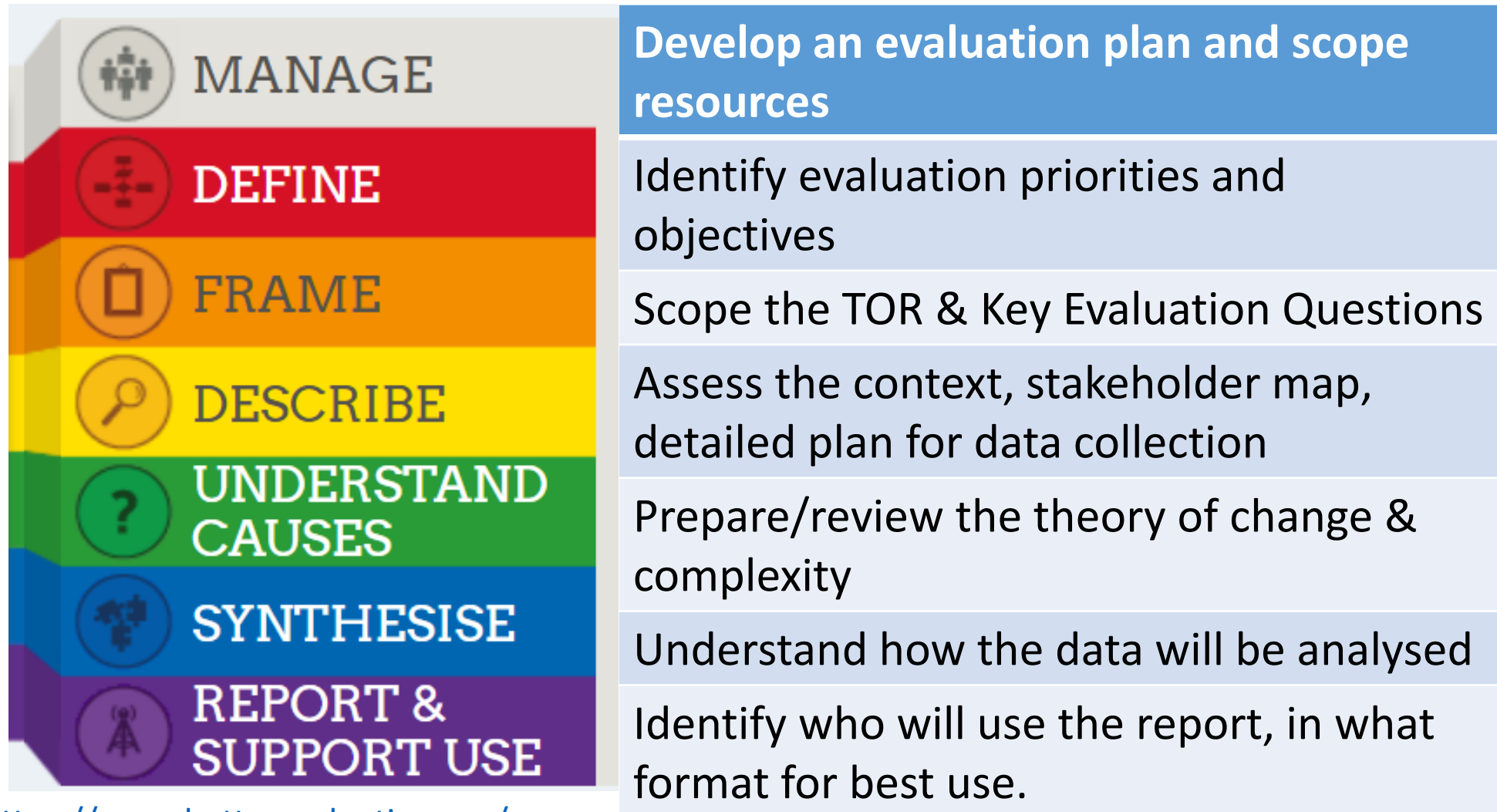


New Horizons in evaluation

- Synergies and trade offs between SDGs.
- Complexity-aware evaluation
- E-data and big data capture
- Rapid assessment tools
- Vulnerability assessment
- Transformative evaluation (policy, cross-border, blue marble)

Successful Evaluation Approach

e.g. BetterEvaluation Rainbow Framework



IMPROVING EVALUATION USE

- EVALUATION COMMISSIONERS AND EVALUATION TEAMS NEED TO UNDERSTAND NEED AND LIKELY USE
- ENGAGE STAKEHOLDERS UPFRONT IN EVALUATION DESIGN AND AGREE EVALUATION QUESTIONS/FRAMWORK
- BE REALISTIC ABOUT WHAT CAN BE ACHIEVED AND WORKSHOP RECOMMENDATIONS WITH STAKEHOLDERS
- BE TRANSPARENT ABOUT THE PROCESS AND FINDINGS
- RELEASE AS A DRAFT FOR COMMENT – LESS THREATENING BUT INFORMATIVE.
- PREPARE EVALUATION BRIEFS AND INFOGRAPHICS FOR KEY FINDINGS
- INCLUDE A DISSEMINATION STRATEGY FOR EVALUATION PRODUCTS

Key Characteristics of Successful Evaluation



- **S**takeholder owned
 - **I**nclusive
- **S**ystems-oriented



- **C**redible

- Independent
- Unbiased
- Referenced and valid sources

- **U**seful

- Relevant
- Realistic recommendations
- Timely
- Right format for use

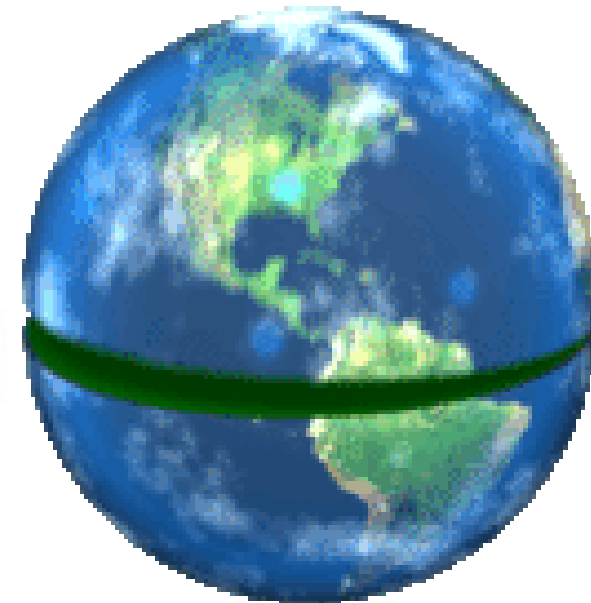
- **T**ransparent

- Clear methods
- Good communication
- Published results

Successful Evaluations support better performance and also contribute towards “Transforming our world” through better decisions and systems

This needs:

**Evaluation champions to advocate and inform on the value of evaluation.
To help gather more valid & reliable data for better solutions, linking different SDGs
In systems-based approaches.**



Activity:

Successful Evaluations

Formulate a process for considering evaluations in the development of the VNR. Your process will need to consider:

1. Who are the evaluation champions in your leadership?
2. How to engage them to strengthen decisions to strengthen evaluation systems and for the conduct of evaluations?
3. What follow up actions would be required?



Are YOU an evaluation champion?

Evaluation Examples in VNRs

**Dr Dorothy Lucks and
Asela Kalugampitiya**

VNR Examples

Azerbaijan

- **Baku Forum on Sustainable Development 2018..**
- .The main objectives of the Forum were ...Share lessons learned and best practices that have been gained by the countries in and around the region, which can contribute to tracking, evaluation and monitoring of implementation plans and strategies developed with a view of achieving SDGs. **pg. 28.**

The discussions and studies conducted have shown that there is a need in the country to expand the coverage and deepness of the national information systems relating to SDGs and improve their coordination by enhancing their logistical and human capacities and software support, and to develop evaluation capacity. **pg. 48.**

Ghana

SDGs Implementation Coordinating Committee (ICC) - 10 key ministries, civil society and other key organizations

The ICC is intended to strengthen multi-stakeholder partnerships in implementation, monitoring, evaluation and reporting. **pg. 6.** Citizen's involvement in formulation, implementation, M&E has been instituted. **pg. 22**

The Technical Committee is responsible for ensuring integration of SDGs into development plans, implementation, M&E and reporting on the SDGs in the various sectors. **pg. 6-7**

Studies will be to assess the impact of SDGs interventions and inform future strategic actions and interventions. A mid-term evaluation will be conducted in 2024 **pg. 11.**

Other examples of evaluation use in VNRs

- In **Kenya**, the government has studied the period 2000–2015 to assess progress against the MDGs and to document the experiences, challenges and lessons learnt. This study has informed the new Medium-Term Plan and the Road Map for implementing the SDGs.
-
- **Ethiopia** emphasises the value of learning through M&E and has conducted a national review of performance against the MDGs. This has fed into the preparation of Ethiopia’s national agenda for the SDGs.
-
- **Belize’s** VNR utilises earlier evaluation findings to assess the current situation for cash transfer programmes, gender equality and fisheries/marine management.
- **Guyana**. The tool, SDG Indicator Collection and Assessment Tool (ICAT), required that the Ministry of Finance, as the hub for the National Monitoring and Evaluation Strategy, validate each indicator submitted. **Pg. 10.**
This strategy is undergoing an end-term evaluation and preparation of the next sector plan which will be framed within the principles of the Green State Development Strategy: Vision 2040. **pg. 24.**
- **Pakistan** has instituted M&E processes that are critical for supporting the SDGs’ implementation and strengthened collaborations with development partners, civil society organizations, think tanks, academia and the private sector. **pg. 8.** **It’s** SDG Framework sets baselines and targets for the SDGs’ M&E Framework. Including localisation to provinces. **pg. 9.**
- **Tonga** has an M&E framework for the SDGs, and a tracking database linked to planning and budgeting. They have separate sections for each “people left behind” with special actions identified. P16.

Activity:

Action Planning

- Each country has different strengths, weaknesses in M&E system.
- A VNR is an opportunity to identify gaps and strengthen the evaluation system
- It can highlight areas that need more evaluation activities for accountability and learning for the SDGs.
- It can promote more readiness for evaluations (at the design stage)
- Particularly for those “left behind”.

Road map for evaluation, VNRs & the SDGs

Your road map should bring together the priorities and actions that you have identified in previous workshop session covering:

- What is the highest priority to strengthen the National Evaluation System (Session 1)
- What sources of evidence are already available and where are the gaps? (Session 2)
- Who can be contacted to help fill the gaps – particularly on those “left behind”? (Session 3)
- How can evaluation “champions” be engaged? (Session 4)

Useful Resources

Knowledge Exchange on Approaches and Tools for the VNRs: Summaries of approaches and tools leaflet.

Available at:

https://sustainabledevelopment.un.org/content/documents/21099KNOWLEDGE_EXCHANGE_Leaflet_FINAL_for_distribution.pdf

DESA Handbook for the preparation of Voluntary National Reviews. Available at:

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