



UNITED
NATIONS
DEVELOPMENT
GROUP



MONITORING AND EVALUATION

UNDAF CAMPANTON GUIDANCE

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1. INTRODUCTION

The purpose of this companion guidance piece is to provide practical steps and tools for the UN system in taking an integrated approach to the monitoring and evaluation (M&E) of the United Nations Development Assistance Framework (UNDAF).

The guidance note supplements the section on “Results Monitoring, Reporting and Evaluation” in the 2017 UNDAF Guidance.¹

This companion piece is specifically intended to:

- Support UN Country Teams (UNCTs) in monitoring progress on results set out in the UNDAF and in making transparent the contribution of the UN system to the achievement of national priorities and the Sustainable Development Goals (SDGs);
- Enable the UN system to maintain a focus on its allocation of resources to achieve identified results, and the continued relevance and quality of the UNDAF; and
- Provide a collection of approaches, tools and examples that country teams can draw upon for UNDAF monitoring.

The UN team cannot afford to continue to do “business as usual” in monitoring and evaluation in the context of the 2030 Agenda. These are essential components of the UNDAF process and as such should be clearly budgeted for, prioritized and adequately resourced by the UNCT towards ensuring the UNDAF’s effectiveness.

The focus of monitoring must be clear from the onset, in order not to serve primarily to meet the reporting needs of various stakeholders. Rather, robust processes that allow timely generation and use of data and information should guide and inform the UN system’s programming, and its contribution to broader national development priorities and goals.

¹ The 2017 UNDAF Guidance is supported by eight companion pieces on programming principles, the common country analysis (CCA), the UN 2030 Vision, the theory of change, capacity development, funding to financing, communication and advocacy, and monitoring and evaluation

2. THE CONCEPT

The [UNDG RBM Handbook](#) is a key reference for the monitoring and evaluation of the UNDAF. **Monitoring** entails the regular and systematic assessment of performance, allowing an understanding of where programmes are in relation to planned results, and enabling the identification of issues requiring decision-making to accelerate progress. Monitoring allows real-time learning and feeds into evaluation.

Monitoring should be undertaken as close to real time as possible. Real-time monitoring approaches provide a constant flow of data and analysis to allow for timely decision-making. Advances in information communications and technology (ICT), such as SMS-based applications, facilitate real-time monitoring, and provide new opportunities to enhance the coherence and impact of the UN system. These tools offer new ways of working with governments, civil society organizations, researchers, citizen groups and communities, providing opportunities to innovate and adapt ways in which data are generated and used.

They enable broader participation of populations in programme development and delivery, and facilitate quick feedback to service providers and authorities on programme interventions.

Evaluation refers to a systematic and impartial assessment of a policy, programme, strategy or other intervention, to determine its relevance, efficiency, effectiveness, impact and sustainability to support decision-making. It seeks to strengthen programme accountability and learning. Drawing from a solid development of theories of change and results frameworks, monitoring establishes the foundation for credible evaluations.

UNDAF monitoring and evaluation pays close attention to the programming environment and the data and information systems that enable the preparation of the **CCA** ([hyperlink to CCA CGP](#)). The construction of baselines and targets for the UNDAF, which are essential elements in demonstrating results and the collective contribution of the UN system, is contingent on strong monitoring and evaluation systems. This is an important, yet challenging part of the UNDAF process, which should

not be underestimated, but be prioritized for the UNCT's contribution to be readily discernible.

PURPOSE OF MONITORING AND EVALUATION

Drawing upon the comparative strengths and practices of the various elements of the UN system, monitoring and evaluation of the UNDAF provide coherent support to help strengthen national data systems to track SDG achievement, monitor alignment of national policies and frameworks with international norms and commitments, monitor the situation of vulnerable groups, and enable the meaningful engagement of citizens in development processes that leave no one behind. UNDAF monitoring ensures that changes to the context and learning from implementation enable quick adjustments to programming approaches, whenever necessary.

UNDAF monitoring and evaluation seek to ensure efficient and effective delivery of UNDAF outcomes by reviewing performance, using evidence for timely and strategic decision-making, and learning from experience, for results achievement. UNDAF monitoring is continuous, which enables tracking progress towards identified results, and checking whether the **theory of change** ([hyperlink to companion guidance](#)) identified at the design stage is still valid or needs to be adapted during implementation or as circumstances change. Monitoring enables the UNCT and implementing partners to determine the continued relevance of the UNDAF's original design.

Using well-formulated indicators, UNDAF monitoring systems track performance to assess if the UN is reaching intended groups (women, indigenous peoples, children, youth, people with different income levels, people living with disabilities, etc.) through its programming. As part of performance tracking, monitoring permits an appreciation of how the UN system works together, and allocates its resources to make a positive contribution to the achievement of national goals and targets within the framework of the SDGs.

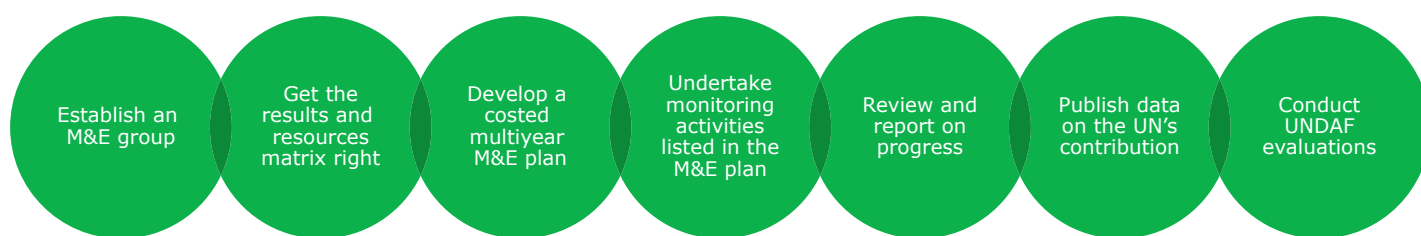
PRINCIPLES GUIDING UNDAF MONITORING

In addition to the four programming principles guiding the UNDAF, monitoring should be specifically guided by:

- A. INCLUSIVENESS:** Monitoring progress and making course corrections should be consultative and participatory, involving stakeholders and beneficiaries to the extent possible.
- B. CREDIBILITY:** Data and other evidence used by the UN to review progress and decide on course corrections should be reliable, credible and based on industry standards.
- C. NATIONAL OWNERSHIP:** Data should be drawn from national sources, to the extent that relevant and robust data are available in the required frequency. National partners should be involved in reviewing UNDAF related data.
- D. SUSTAINABILITY:** Monitoring mechanisms and systems support should be sustainable and should reflect transition and phase-out arrangements for the UN system, as necessary. Support to national **capacity development** ([hyperlink to CD companion guidance](#)) on monitoring, data collection and analysis will reinforce the sustainability of actions.
- E. TRANSPARENCY:** UNDAF monitoring should enhance the transparency of the activities of the UN system, allowing a demonstration of collective efficiency and effectiveness in supporting national development priorities.

3. MOVING FROM THEORY TO PRACTICE

Figure 1 illustrates the key features required in monitoring and evaluation of the UNDAF. Individual features are discussed in the remainder of this section.



3.1 ESTABLISH A M&E TECHNICAL WORKING GROUP

At the outset of the UNDAF process, it is useful to form and establish an inter-agency working group on data, results monitoring and evaluation (M&E Technical Working Group). This supports monitoring efforts; the sharing of agency-specific data collection, analysis and capacity development activities; and planning for management arrangements of the UNDAF evaluation. Where needed, it can provide coherent M&E advice to inter-agency programme, communications and operations groups. The group also can offer technical assistance in the development of joint work plans, joint programmes and the UNDAF.

The group promotes agreement on data needs, standards and data disaggregation. In doing so, it draws on expertise from across the UN system, acknowledging that agency-specific monitoring and evaluation requirements will complement UNDAF-specific monitoring and evaluation work. There are a number of approaches to ensure such capacity is in place; these often depend on UNCT size. For example, smaller UNCTs may integrate M&E capacity into each of the Results Groups.

In mission settings, M&E groups work with mission staff on monitoring activities to ensure coherence. In humanitarian settings, the M&E group ensures linkages with humanitarian response monitoring frameworks and systems. Each group should have terms of reference approved by the UNCT. Some UNCTs have found it valuable to establish data for the development working groups co-chaired by national statistical authorities, as part of the broader M&E group.

3.2 GET THE RESULTS AND RESOURCES MATRIX RIGHT

Sound monitoring and evaluation starts with the development of a strong results and resources matrix in the UNDAF, which highlights what the UNDAF will strive to achieve with projected resources, and how identified changes in the coverage of services, institutional performance and behaviours will be tracked, measured and communicated. Where appropriate, SDG indicators and targets should guide the development of the UNDAF results matrix, enabling the identification of the national targets that the UN system will support.

Robust formulation of results, indicators, baselines and targets forms the basis for sound monitoring.

The results and resources matrix of the five-year UNDAF cycle will inform the development of a costed monitoring and evaluation plan for the same period that highlights specific activities to demonstrate progress in the achievement of UNDAF results. These measures will also facilitate the development of joint work plans to operationalize UNDAF results.

The inter-agency M&E Technical Working Group can support the development, review and quality assurance of the results and resources framework to ensure that it meets minimum standards that will enable UNDAF monitoring and uphold its evaluability. Primarily, the group supports the formulation of measurable results, indicators, baselines and targets as part of the UNDAF development exercise. Considerable attention needs to be given to identifying the means of verification that will reliably provide information in a timely manner.

BOX 1: A QUICK OVERVIEW: INDICATORS, BASELINES AND TARGETS

Indicators are quantitative or qualitative variables that allow UNDAF stakeholders to verify changes relative to what was planned. Quantitative indicators are represented by a number, percentage or ratio. In contrast, qualitative indicators seek to measure changes in quality. Proxy indicators are used when results cannot be measured directly. Process indicators directly measure the performance of key processes that affect stakeholders' expectations.

A **baseline** is the status of the indicator at the beginning of the UNDAF. It acts as a reference point against which progress or achievements can be assessed.

Targets specify a particular value that an indicator should reach by a specific date in the future.

Means of verification/data sources are the mechanisms, institutions and/or instruments that generate the data required by the indicators used for M&E.

BOX 2: TIPS FOR CONSTRUCTING INDICATORS FOR THE RESULTS AND RESOURCES MATRIX

When developing indicators for the UNDAF resources and results matrix:

- Keep in mind that the CCA (hyperlink to CCA CGP) and other agreed sources constitute the reference for the construction of baselines. Indicators are developed on the basis of UNDAF results, but also in alignment with national SDG targets, thereby ensuring that UNCT M&E activities are coherent and supportive.
- Consider the SDG indicators as an important resource that could be adapted to reflect national/local contexts and realities.
- Retain a realistic number of indicators that can be tracked and that provide a clear picture of changes.
- Ensure that changes in indicators conclusively demonstrate progress towards the result as formulated in the UNDAF.
- Consider the frequency of data collection so that indicators are updated at appropriate times and to allow UNDAF monitoring.
- Disaggregate—as much as possible—by wealth quintile, income, sex, age, race, ethnicity, migratory status, disability and geographic location, or other characteristics.¹
- Clearly determine major gaps in required data, which are then used to shape the costed M&E plan.
- Help integrate new sources of data, including people-generated and big data, into national data systems.
- Identify key data disaggregation that the UNCT will track from the CCA, through monitoring all the way to the UNDAF evaluation.

3.3. DEVELOP A COSTED MULTIYEAR M&E PLAN

UNDAF Results Groups in collaboration with the M&E Technical Working Group should develop a costed M&E plan for an entire UNDAF cycle (see example in Section 4). The costed multiyear M&E plan:

- Provides an overview of how the UNDAF results matrix will be monitored throughout the year, including data sources required to monitor the indicators, baselines and targets in the form of a calendar, showing linkages to agency-specific monitoring and evaluation activities, as needed. The M&E plan should highlight which agency is responsible for each indicator and for providing data as well as the frequency of data provision.
- Promotes coordination across the UN system to improve national data availability and quality. Plans specify the data sources that are targeted for improvement, the main activities to do so, which institutions (within and outside UN agencies) should be involved, what competencies and resources each institution would bring, and a timeline to make data available.
- Schedules major UNDAF data collection and analysis activities that UNCTs undertake in each year of the UNDAF cycle, including any major humanitarian assessments relevant to the UNDAF. It describes agency and partner accountabilities, learning opportunities, the uses and users of information, UNDAF evaluation milestones and complementary partner activities.
- Outlines opportunities for revisiting operational risks as well as those related to the programming environment, assumptions and opportunities, and how experiences shape and modify programming approaches and a readjustment of theories of change.
- Includes plans for data analysis and use to inform decision-making to improve efficiency and effectiveness, including efforts to engage the general public in data literacy for accountability.
- Enables UNCTs to agree on how best to mobilize resources and fund UNDAF M&E activities.

TABLE 1: COSTED MONITORING AND EVALUATION PLAN					
MONITORING AND EVALUATION ACTIVITIES	YEARS				
	2018	2019	2020	2021	2022
Surveys and studies					
Monitoring systems					
Reviews					
Evaluations					

Where long-term investments and national capacity efforts are needed, these considerations feed into UNDAF design, or redesign, as appropriate. The costed M&E plan is designed with the involvement of the government and other stakeholders and partners alongside the results matrix. The plan aligns and supports efforts to increase the capacity of national institutions for producing data and statistics for monitoring and evaluation. This relationship between the M&E plan and the UNDAF results matrix may lead to a specific UNDAF outcome or output related to strengthening national data ecosystems, particularly given the increased data demands of the 2030 Agenda.

3.4 UNDERTAKE MONITORING AND EVALUATION ACTIVITIES

Once a plan is in place, monitoring activities can be conducted as part of agency plans or jointly through the implementation and monitoring of UNDAF joint work plans. This ensures that agencies are also individually accountable for specific elements of results that are jointly planned and reported upon. The focus of this guidance note is on the UN system-wide monitoring of the UNDAF, which is complemented by agency-specific activities.

3.4.1 SURVEYS AND STUDIES

Surveys and studies help with the generation of data and information to enable the measurement of progress towards UNDAF outcomes. The identification of data gaps highlighted during the development of the results framework and the M&E plan enables the determination of the studies and surveys that will be undertaken to collect missing information and enable progress monitoring. This may include support to household surveys, such as the Multiple Indicator Cluster Survey.

In alignment with the principle of inclusiveness, [participatory monitoring techniques](#), such as pulse surveys, can be promoted to enable communities to highlight performance gaps linked to the delivery of results and any unintended consequences of programme

interventions. These approaches have the added benefit of promoting the accountability of duty-bearers and empowerment of disadvantaged groups, creating mutual understanding and ownership of measures to address implementation bottlenecks. In Benin, for example, the UNCT established [a real-time monitoring system](#) that gathers mobile feedback from beneficiaries via an SMS-based system. The system informs the monitoring of UNDAF implementation progress. A number of countries, such as Uganda, are also domesticating the [UN Global Pulse](#) platform to monitor UNDAF outcomes and outputs.

The increase in the volume and types of data available points to the need for strong information management systems to support analysis and use. This firmly aligns with the commitment of the 2030 Agenda to harness the data revolution for sustainable development.²

3.4.2 MONITORING SYSTEMS

Tracking progress on UNDAF outcomes

Tracking progress on UNDAF outcomes entails collecting and reviewing evidence on results using the indicators in the results framework, thus providing an indication of whether or not a result is on track. This is likely to rely heavily on the monitoring practices of agencies and the systematic transmission of data, except when that information comes from surveys that have been collectively commissioned. Through identified means of verification, Results Groups will continuously identify programme and operational bottlenecks that impede progress, as well as opportunities to accelerate the achievement of results. In this regard, monitoring will serve, where necessary, to provide information that enables adjustment to the **theory of change** (hyperlink to ToC CGP) for achieving outcomes. This will invariably allow the UNCT to report on its performance and contribution to national priorities and the SDGs. Equally

² See: [A World That Counts](#) from the United Nations Secretary-General's Independent Expert Panel on the Data Revolution.

important is tracking the allocation and use of resources as indicated in the Common Budgetary Framework. UNDAF Results Groups establish platforms to capture UNDAF monitoring data. In this regard, a simple format,

such as that presented in Table 2, should help determine which agency is to present what particular data and at what time to support the timely provision of information for tracking progress on UNDAF results.

TABLE 2: FORMAT FOR TRACKING THE STATUS OF UNDAF INDICATORS					
UNDAF RESULTS AND INDICATORS	DATA PROVISION				
	STATUS	SOURCE OF INFORMATION	AGENCY RESPONSIBLE (lead, support)	PERIOD	OBSERVATIONS
OUTCOME					
Output					
Indicator 1.1: Baseline: Target:					
Indicator 1.2: Baseline: Target:					
Etc.					
Output 2					
Indicator 2.1: Baseline: Target:					
Indicator 2.2: Baseline: Target:					
Etc.					

Strengthening national data collection systems

An important part of monitoring the UNDAF is having readily available information from national systems. These systems often need support, however. UNDAF monitoring should, therefore, contribute to strengthening national data collection systems, including through helping to improve data quality, analysis and use. Using routine information systems helps to make frequent data collection sustainable over time, fostering government ownership, and providing a foundation for SDG monitoring. UNCTs can aim to support the advancement of national data ecosystems, that is, the broader network of national statistical offices, line ministries in their monitoring roles, civil society and the general public. The UNCT may consider collaborating to produce a mapping of the state of national information systems and their ability to adequately enable SDG reporting. On the

basis of this mapping and the comparative strengths and available resources, the UNCT will be in a better position to determine those systems that will need reinforcement, either through primary data collection efforts, such as household surveys, or by directly reinforcing the capacities of statistics units with training and technical support. This could be the focus of an UNDAF outcome, where deemed relevant and feasible on the basis of the CCA ([hyperlink to CCA CGP](#)). Where direct support is provided, changes in capacities and performance of relevant national institutions will also need to be monitored. This will inform the UNCT on whether or not its capacity development and institutional strengthening support is effective, and will make it possible to demonstrate changes in national capacities and systems through the contribution of UN partners. Strengthening national capacities to collect and use quality data applies across all contexts, including post-

crisis and humanitarian situations (refer to the UNDAF companion guidance piece on capacity development). While collecting data in fragile contexts can be challenging due to security concerns or a lack of infrastructure, UNCTs should nonetheless seek to work with partners to overcome such challenges. Even in contexts of low capacity and/or fragility, it remains important to avoid creating parallel data systems.

Subnational monitoring

Subnational monitoring is particularly well-suited to addressing issues of inequality and exclusion. In decentralized settings, where programmatic and budgetary choices are made at subnational level, joint monitoring of bottlenecks with the direct involvement of local government counterparts is a powerful way to improve local management of services and achieve quick results. In humanitarian situations, response monitoring should be done in participation with communities, to meet accountabilities to affected populations, which should in turn facilitate ongoing analysis of protection risks to inform action and adjustments to the UNDAF, where necessary.

UNCTs can collaborate to find cost-effective ways to monitor the situation of hard-to-reach populations. The UNCT can facilitate and promote the use of [SMS-based technologies](#) for gathering real-time information on programme performance, for instance. Tools such as [Rapid SMS](#), [U-report](#) and [Ushahidi](#) have been useful in providing data in areas where they were previously unavailable and in real time. Communities and governments should be encouraged to develop plans to ensure the sustainability of these technology-inspired initiatives, as they present opportunities to revitalize the decentralized monitoring of services. Section 4 has a number of real-time monitoring examples.

Through UNDAF Results Groups, joint field visits should be organized to promote decentralized monitoring and empower local authorities and communities to ascertain progress on key interventions. Monitoring visits are key to obtaining direct feedback, learning and engaging directly in a coherent manner with communities. Such activities reinforce and validate agency-specific approaches and permit the scale-up of pilot and innovative approaches to deliver results.

3.4.3 PERIODIC REVIEWS TO ANALYSE AND USE EVIDENCE

Revisiting theories of change

Central to UNDAF monitoring is revisiting the theory of change (*cross-reference the companion guidance piece on ToC*) during UNDAF annual reviews and in the conduct of evaluations in terms of how results are being achieved. Monitoring results is facilitated by a clearly articulated theory of change that enables the re-examination of the continued relevance and soundness of initial thinking on how outcome and output level results will be achieved. Necessary adjustments can be made during implementation, thereby reinforcing the element of continuous learning and adaptation. This process includes reviewing if new learning (from evaluation, for example) or changes in the external environment warrant a revision to the theory of change ([hyperlink to ToC CGP](#)) and possible course corrections. Analysing any studies, evaluations and assessments that have been undertaken as well as any new evidence can shed light on UNDAF approaches.

As part of the review of the continued relevance of the theory of change, continuously monitoring risks and assumptions identified during the design of the programme will be critical. This can be undertaken as part of the scope of work during meetings of Results Groups, particularly during midyear and annual reviews. Risks of natural hazards, socio-political instability and disruption of services should be monitored. Monitoring should ensure that appropriate mitigation measures (such as contingency plans, resources and adjustment of implementation approaches) are in place to continue to carry out activities and to preserve development gains.

Periodic reviews of Results Groups

The UNDAF Steering Committee organizes periodic reviews of the UNDAF. Periodicity is decided by the UNCT. It is recommended, however, to hold reviews at least twice a year for the UNCT and at least quarterly for Results Groups. The M&E Technical Working Group should take the lead in consolidating monitoring information for use during UNCT-organized UNDAF Reviews. During the annual and midyear reviews, UNCTs engage with national review mechanisms, where such mechanisms exist, and/or Results Groups. The Results Groups use the UNDAF results matrix and M&E plan as the basis for establishing:

- How far outputs have been achieved and the extent to which they are likely to contribute to outcomes;
- The continued appropriateness of the theory of change to achieving results with partners;

- How effectively barriers and bottlenecks to results achievement are being dismantled, and if programme adjustments are needed;
- The quality of programme implementation and results, including the extent to which each UNDAF result adheres to and furthers the core programming principles;
- An update on any changes to previously identified risks, as well as discussion on new risks;
- New programming opportunities to be factored into the current UNDAF;
- An update on the resource picture and how an increase or decrease of planned resources may affect the results that the UNCT is able to achieve;
- If the programme remains strategic, relevant, principled, efficient, effective and sustainable; and
- A review of partnerships and stakeholder relationships that enable programme implementation and results achievement.

Utilization of monitoring data

The UNDAF Steering Committee and Results Groups review monitoring information and use it to inform management decisions and actions to adjust programming for optimal performance and results achievement. Management decisions and actions address areas as needed, including:

- Adjustments to UNDAF design, including to baselines, indicators, targets, the theory of change and the programming approach
- Action to mitigate risks
- Identification of good practices
- Resource allocation decisions
- Sustaining communication between the UNCT and the public
- Strengthening transparency and accountability

Reporting and demonstrating contributions—the One UN Country Results Report

As an accountability measure to governments, UNCTs are required to produce an annual One UN Country Results Report, which in addition to the in-depth UNDAF annual review is complemented with information on the budget, resource mobilization, communications and advocacy, operations and leadership. This report is the opportunity to review the country situation, refresh situation analyses and the theory of change, and ensure that the UNDAF outcomes and joint work plan outputs remain relevant. Digital UNDAF platforms facilitate reporting, and use of the global UNDAF platform is advised to support country results reporting.

Results Groups report on two levels of results:

- **CONTRIBUTION** to sustainable development progress through the use of a common monitoring and evaluation framework for results at the outcome level, including collective accountability of the team towards results, and
- **ATTRIBUTION**, that is, individual and collective accountability of agencies towards outputs carried out through annual joint work plans.

3.4.4 EVALUATIONS

As noted in the UNDAF Guidance, UNDAF evaluations are required and should be independently conducted. UNCTs plan for UNDAF evaluations drawing from [United Nations Evaluation Group guidelines](#) for conducting evaluations.

Process evaluations can be conducted for the full UNDAF or be more thematic in nature, drawing from the different outcome areas. These are prioritized in the costed M&E plan. Process evaluations are usually undertaken in the penultimate year of the programme cycle to support the formulation of the next UNDAF. The evaluation will assess the relevance of the UNDAF outcomes, the effectiveness and efficiency of implementation by partners, and their sustainability and contribution to country priorities. The evaluation will also gauge the performance of the UNDAF Results Groups in supporting the UNDAF process. Specific thematic or programme evaluations may also be considered by the UNDAF Steering Committee.

UNCTs should plan for evaluation costs and management arrangements. The UNDAF should include the estimated budget for evaluations, and the UNCT should agree on cost-sharing among team members. Early engagement and planning on joint management arrangements will help ensure all agencies are clear on decision-making processes and input requirements. Clear mechanisms and resources for quality assurance should be in place throughout the evaluation process.

Evaluations can be used as an opportunity to communicate results transparently to key stakeholders, including the public. Engagement with the UN Communications Group can help in using evaluation results to tell the story of who the UN helps in a country.

3.5 MAKING UNDAF M&E DATA PUBLIC

Where possible, in the interests of accountability and transparency, UNCTs make UNDAF M&E data publicly available. The decision to share data needs to balance considerations of transparency and accountability with concerns for data privacy where data are geographically specific and/or can be misused. Several UNCTs now have digital UNDAF planning platforms that make it easier to select which data will be made public. Data visualization and the availability of downloadable files are best practices to encourage public understanding of data trends and to help communicate UNCT results, including through the support of the UN Communications Group (see also the communications and advocacy companion guidance – include URL to CGP here)

Data on expenditure are generally made publicly available. The [International Aid Transparency Initiative \(IATI\)](#) data standard, which now includes an SDG tagging facility, is already applied by several UN and observer agencies, who publish monthly, quarterly or annual expenditure data. UNCTs should recommend the adoption of the IATI standard to implementing partners.

4. LESSONS LEARNED, TIPS AND GOOD PRACTICE FROM REAL COUNTRY EXAMPLES

Viet Nam: The UNCT in Viet Nam is focusing its 2016 UNDAF evaluation on how the UN's convening power, its ability to provide evidence-based policy advice and advocacy, and its capacity to support multisectoral government responses to complex issues were vehicles to promote equitable development in favour of the most vulnerable populations. Case studies will detail the UN's support to ethnic minorities, space for civil society, and government capacity to address the needs of vulnerable groups and reduce vulnerability to risk. Early coordination between the M&E Group and the UN Communications Group will ensure that the evaluation can be used as a public awareness tool.

Uganda: A big data tool will be developed by the UN Pulse Lab Kampala and tested by the UNCT and the National Planning Authority to digitize radio conversations as an input into a baseline on SDG 16. Local governments will be sensitized to the use of real-time/big data for decision-making using the already developed 2030 Agenda dashboard.

EXAMPLES OF REAL-TIME MONITORING BY UNCTs

Benin: Enhance data sources and analysis through real-time monitoring

The review of the UNDAF in Benin revealed a strong need to acquire on a continual basis the results of UN activities for enhanced reporting, decision-making and efficient resource mobilization. Therefore, the UNCT in Benin launched an online data recording system to monitor in real time progress towards the achievement of the ongoing UNDAF annual work plan.

The data are generated from two sources. Result Groups collect data through field missions, while SMS and e-mail are used to engage beneficiaries. Quantitative and qualitative UNDAF outcome-related indicators are measured. The plan is to send at least five SMSs per outcome to get feedback from at least 1,000 persons located in joint intervention areas, and six SMSs to inform 10,000 persons on the main results per UNDAF outcome.

Data are fed into an online database (www.suivi-undaf-benin.org). They are used in the planning process for the next UNDAF 2016 and disseminated through the media to highlight results achieved by the UN at the country level. The mobile phone is the key technology applied since it currently constitutes one of the most efficient ways to reach the majority of the population. E-mail will be used as well, targeting local authorities and associations, and community radio stations.

Several benefits derive from this innovation. UNDAF programming will rely on a more inclusive and data-based planning process and be more cost-effective in joint project implementation. The UNCT and Government will be able to manage their work with more frequent data than the annual review. Furthermore, it generates more information on the most vulnerable and improves the application of results-based management. Last but not least, new partnerships could be established with beneficiaries of the UNDAF, the general population (through the toll-free number), communities, radio stations and national mobile phone companies (the last could reduce the cost of SMSs to enhance public participation).

Jordan: Frequent monitoring system for M&E

The UNCT in Jordan is working on a real-time monitoring system that will benefit from and build on the existing humanitarian monitoring tools, such as the Office for the Coordination of Humanitarian Affairs (OCHA) dashboards and UNHCR's ActivityInfo. It will also draw upon agencies' technical capacities in data collection. After a data gap analysis—with a focus on gender-related data gaps, and the real-time monitoring system—identified indicators will be monitored monthly to quarterly and uploaded on a dashboard. The focus is on UN Assistance Framework (UNAF) outcome-related indicators, with appropriate linkages between the UNDAF Results Framework and the SDGs.

The new reporting system will be used to strengthen the M&E framework of the current UNAF. In the longer term, the process will feed into the formulation of the next UNDAF 2018-2022, where, per each outcome, key indicators that can be measured on a monthly or

quarterly basis will be identified. The technology applied is an online platform managed by the UNCT's M&E Group and Result Groups. The UNCT hopes to achieve multiple benefits through the innovation—for instance, more information on the most vulnerable, new capacities for analysis and strategic planning, a better application of results-based management, and further transparency and accountability. An important component of this initiative will also be strengthening the partnership with the Department of Statistics and other national institutions that can provide useful data and information.

Sudan: Building an UNDAF indicator reporting system

In Sudan, the only data collection and analysis tool is the Excel spreadsheet, which does not allow the connection of data to other information sources and platforms. An indicator reporting system (IREPS) will help address issues of poor UNDAF monitoring that arise due to scattered monitoring spreadsheets, data gaps and the absence of any links to other types of data. The IREPS will include a mapping component supported by a bounded-crowd SMS-based data collection mechanism. The tool will collate all UNDAF data in one platform linked to [SudanInfo](#) and will also allow the collection of data (e.g., from perception surveys) via SMS.

Four components of the IREPS will comprise: indicator reporting; data analytics visualization; survey creation and data collection through a mobile phone SMS plug-in and an indicator performance dashboard. The data will help establish baselines and identify trends and data gaps, develop an in-depth CCA for the next UNDAF cycle, highlight development gaps and challenges where the UNCT has a comparative advantage, and better predict future development trends and challenges in the planning of the next UNDAF. A common web-based platform will gather all data in one place.

By including an SMS polls plug-in, IREPS will be able to conduct surveys directly at beneficiary/crowd level. SMS polls will ask about the respondent's personal assessment of the four pillars of the UNDAF: 1) poverty reduction, inclusive growth and sustainable livelihoods, 2) basic services, 3) governance and rule of law, and 4) social cohesion, peace consolidation and peace dividends. For each of the pillars, the survey will ask one question per month. The replies will be fed directly into the IREPS where it will be possible to analyse them monthly to give an estimate on the situation in the field and on all areas of activity of the UNDAF. This way, the UNCT will not only benefit from new capacities for analysis and strategic planning, but it will also be able to work together in a closer and more coherent manner. Another aspect of the initiative is a partnership with the Central Bureau of Statistics.

Malawi: District-level data capture and analysis for programme design and implementation

The UNCT in Malawi found that it lacked tools for information and data to capture development bottlenecks, especially for the most vulnerable and marginalized population groups. For these reasons, the UNCT has established a cross-sectoral socioeconomic survey at the district level, providing the Government and the UN with quarterly district-level data in key sectors.

The existing 14 UNDAF Outcome Groups and four UNDAF Clusters are responsible for identifying suitable indicators and support in both the design of the questionnaire and data collection. Data are then collected quarterly, first in one district and afterwards, in a rolling fashion, in another nine districts. The initiative is being implemented through a partnership with a non-governmental organization.

Data will inform the design and implementation of the UNDAF and its corresponding outcome annual work plans. More frequent data on Malawi's most vulnerable citizens—regarding nutrition, health and education, for example—will allow the UN and the Government to identify districts that fall behind or groups of people who require immediate assistance, and design programmes that address these issues. Technology-wise, the survey uses mobile devices that can automatically upload the data to a central database where it can be analysed. Data collected build on existing government data collection tools at the district level.

The data will be presented in a dashboard that will be publically accessible through an interactive website. The UN will benefit from this initiative especially in the form of more information on the most vulnerable, new capacities for analysis and strategic planning, a better understanding of the reality of the people it serves and an UNDAF more aligned with national development priorities.

MONITORING, REPORTING AND EVALUATION (MRE) CALENDAR—KYRGYZSTAN

	2018	2019	2020	2021	2022
A. Surveys and studies	<ol style="list-style-type: none"> 1. Baseline data survey(s)ⁱ 2. Multiple Indicator Cluster Survey (MICS) 3. Assessment of capacities for Kyrgyz Integrated Household survey (HIS) 		<ol style="list-style-type: none"> 4. COSI survey (obesity among children) 5. Situation analysis of children and women in Kyrgyzstan (SitAn) 	<ol style="list-style-type: none"> 6. Kyrgyz Integrated Household Survey—health module 7. STEPS survey 8. Country analysis (next cycle) 	
B. Monitoring systemsⁱⁱ	<p>Outcome 4. Health</p> <p>1. Strengthen local, routine health monitoring systems (data collection and analysis) on life expectancy, morbidity and mortality (disaggregated data and vulnerable groups) including key gaps, under-five mortality and neonatal mortality; reproductive health; satisfaction of family planning needs for women 15-49 (SDG3.7.1); coverage of essential health services (SDG 3.8.1); and health worker density and distribution (SDG3.c.1). Support for the monitoring of SDG data (collection, analysis).</p> <p>3. Support Ministry of Health to improve data on health system inputs and performance: (1) performance of health system managers (central and local); (2) international assistance to health system; (3) private health and pharmaceutical spending; (4) post-natal home visiting; (5) maternal death data (confidential enquiries into maternal death); (6) cervical cancer data; (6) national health management; (7) information systems on contraceptive usage and family planning indicator database to ensure the monitoring of indicators.</p> <p>Outcome 4. Education</p> <p>4. Strengthen Education Management Information System (EMIS)</p> <p>Outcome 1.</p> <p>1. WFP (World Food Programme) biannual Food Security Monitoring System (FSOM) in targeted areas to track progress made in achieving household food security and community resilience</p>				
C. Reviews	<ul style="list-style-type: none"> • Results Group (RG) reviews (2x/yr) • UNDAF Annual Review (AR) and Progress Report 	<ul style="list-style-type: none"> • RG reviews (2x/yr) • UNDAF AR and Progress Report • Outcome 1: WFP's Country Programme Mid-term Review 	<ul style="list-style-type: none"> • RG reviews (2x/yr) • UNDAF AR and Progress Report 	<ul style="list-style-type: none"> • RG reviews (2x/yr) • UNDAF AR and Progress Report 	<ul style="list-style-type: none"> • RG reviews (2x/yr) • UNDAF AR and Progress Report
D. Evaluations	<p>UNCT Gender Assessment (Gender Scorecard)</p> <p>Education sector analysis</p>			<p>WFP's Country Programme end-line evaluation (outcome 1)</p> <p>UNDAF evaluation</p>	

MRE INDICATIVE COSTS FOR SOME M&E ACTIVITIES—KYRGYZSTAN

This cost table is based on the MRE calendar (A1). It provides the indicative costs for each major MRE activity and the provisional source of funds from regular or core resources, and other or non-core resources. These costs are included in the overall budget in Section 3.3.

MRE ACTIVITY	UNDAF OUTCOME REF.	INTENDED USE OF MRE INFORMATION AND FINDINGS	START	INDICATIVE COST ('000 USD)	SOURCE OF FUNDS (AGENCY, REGULAR, OTHER)
A. Surveys and studies					
1. Baseline data survey(s)	All (see ⁱ above)	<ul style="list-style-type: none"> Provide baseline and data Inform programming strategy and results 	2018	UNICEF (10,000)	UNICEF regular resources
2. Multiple Indicator Cluster Survey (MICS)	1, 4	<ul style="list-style-type: none"> Provide baseline data Inform programming strategy and results 	2018	UNICEF (400,000) UNFPA (20,000.00)	UNICEF other resources
3. Kyrgyz Integrated Household survey–health module	Gr 34 (health)	Support for decision-making on universal health coverage	2021	WHO (110,000)	WHO
4. COSI survey	4 (health)	Assessment obesity among children (7-9 years)	2020	WHO (30,000)	
5. Analysis of situation of children and women in Kyrgyzstan	All	<ul style="list-style-type: none"> Comprehensive analysis of situation of children and women in the country Provide recommendations for the remaining part of UNICEF programme implementation 	2020	UNICEF (50,000)	UNICEF regular resources
6. STEPS survey	4 (health)	Assessment of the progress of non-communicable disease risk factors	2021	WHO (160,000)	
TOTAL					
B. Monitoring Systems					
Outcome 4. Health 1. Strengthen local, routine health monitoring systems	4 (health)	Build capacity for routine collection and analysis of key health data (life expectancy, morbidity, mortality) to track under-five mortality and neonatal mortality and system performance	2018-2022	WHO (20,000)	
2. Strengthen collection, analysis of health financing data	4 (health)	Build capacity for routine collection and analysis of health financing data to track system efficiency	2018-2022		

5. TOOLS AND RESOURCES

[SDG Goals and Targets](#) (United Nations, 2016)

[Humanitarian Response Monitoring Guidance](#) (IASC, Inter-agency Standing Committee)

[Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle \(Preliminary Guide\)](#), (ISAC, 2015)

[Real Time Information](#) (United Nations Children’s Fund [UNICEF], 2017)

[Monitoring Policy](#) (United Nations Development Programme [UNDP], 2016)

[Monitoring Results for Equity System](#) (MoRES) (UNICEF, 2012)

[Humanitarian Performance Monitoring](#) (UNICEF, 2014)

[Handbook on Planning, Monitoring and Evaluating for Development Results](#) (UNDP, 2009)

[Evaluation Policy](#) (UNDP, 2016)

[Evaluation Policy](#) (UNICEF, 2013)

[Evaluation Policy](#) (United Nations Population Fund [UNFPA], 2013)

[Evaluation Practice Handbook](#) (World Health Organization [WHO], 2013)

[ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations](#) (International Labour Organization [ILO], 2013)

[UNHCR Policy on Evaluation](#) (United Nations High Commissioner for Refugees [UNHCR], 2016)



**UNITED
NATIONS
DEVELOPMENT
GROUP**

The United Nations Development Group (UNDG) unites the 31 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. Since 2008, the UNDG has been one of the three pillars of the UN System Chief Executives Board for Coordination, the highest-level coordination forum of the United Nations system.

At the regional level, six Regional UNDG Teams play a critical role in driving UNDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice.

At the country level, 131 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.

The Development Operations Coordination Office (DOCO) is the secretariat of the UNDG, bringing together the UN development system to promote change and innovation to deliver together on sustainable development.