

REVIEW AND MONITORING OF SDGs after 2015: Models, Methods, Governance

Centre for Socio-Eco-Nomic Development (CSEND)

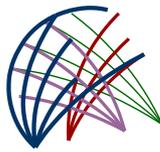
**PART IV: Evidence based monitoring and
data requirements: Governance challenge**

29 June 2015

A Different Understanding



- ❑ Monitoring is NOT a mini-evaluation, NOR an inspection
- ❑ Monitoring is a management tool that is based on Quality Assurance Principles and an on-going management processes
- ❑ Monitoring is a **systematic way** of **documenting** operational data for verification and for process improvement resulting in better outcomes



□ Monitoring is a continuous collection, analysis and use of management information to support decision-making throughout the life cycle of a “project”.

(Source: An Evidence-based Monitoring System for an effective Aid for Trade, Yiu & Saner, 2011)

- Safeguarding investments for our common future**
- Addressing the needs of the most vulnerable to ensure the arrival of the whole community**
- Tracking the whole input-throughput-output-outcome system for verification and institutional learning and improvement**

....Achieving SDGs by 2030

- ✓ **Accelerated** feedback loop, not every 5 years
- ✓ **Consistent** data collection and **comparable** data format (across borders)
- ✓ Unit of analysis should be the lower adm. Level where **community** interacts with government (frontline)
- ✓ **Citizen ownership** of the SDGs and joint responsibility in achieving SDGs (collective behavioral change)

– Swiss view

Every 4 years
High-Level Political Forum on SD under UNGA

Mobilise action at highest political level

Every year
High-Level Political Forum on SD under ECOSOC

Country reviews

«Thematic»

Incl. MoI / FFD reviews

Building on contributions from relevant thematic platforms and agencies

Ex: FFD Follow-up, CSW, CFS...

Regional reviews

- Different according to regions, options of peer reviews, thematic review
- Role in aggregation of information

National country reports

- National SD Strategies
- Data collection + monitoring
- Involvement of relevant stakeholders

Global

Regional

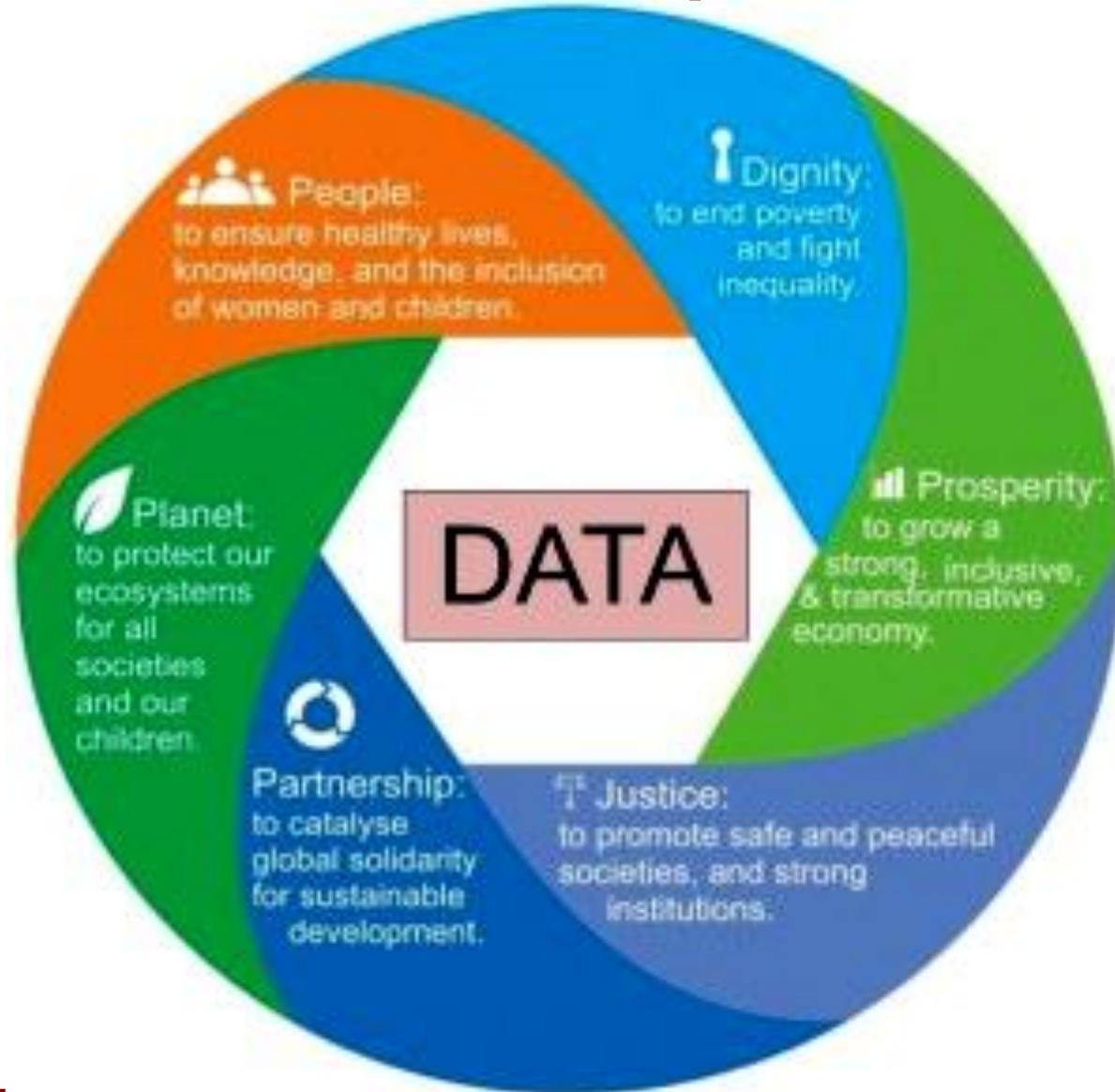
National

Additional Data, Different Visualisation

- “... In the interests of ensuring a **universal human-rights-based approach**, there is a clear agreement that there should no longer be a focus on just national aggregates, but on disaggregated data — by income quintile, geographic region, sex, and by relevant social groups, particularly those most excluded.”(p.40)

Source: “A Million Voices: the World that We Want. A Sustainable Future with Dignity for All” (2013)

Data is Central to the Attainment of SDGs by 2030



- ✓ People
- ✓ Planet
- ✓ Dignity
- ✓ Prosperity
- ✓ Justice
- ✓ Partnership

(Source: figure modified from the UN secretary general's Road to Dignity synthesis report by Alex de Sherbinin at <http://blogs.ei.columbia.edu/2015/03/24/science-journalists-data-revolution-for-the-sdgs/>)

A Data Revolution: Example



(Source: Healthcare data analytics: Ushering in data revolution, Journalism of Courage, <http://archive.indianexpress.com/news/healthcare-data-analytics-ushering-in-data-revolution/1130116/>)

A Data Revolution: Challenges & Gaps

- 1. What could be the challenges to implement such a “Sandwich” strategy?**
- 2. What could be the enablers for adoption?**

Need for a robust and transparent monitoring system (1)



1. Higher order intent of monitoring supports and catalyses an **institutional learning process** in all countries, whether developed or developing.
2. Monitoring is not an extension of fiduciary control but rather an **essential management tool for organizing and managing** the SDG implementation process.
3. Generating data for **informed policy making** on an agreed intervals and for business intelligence

Need for a robust and transparent monitoring system (2)



4. Governmental, private, and non-governmental national-level actors need **reliable information and ensuing credibility** to shape, reframe and reconcile the competing sets of SDG priorities and objectives.
5. Monitoring means **constant and consistent data collection** based on participation of state and non-state actors. Such feedback allows for the realistic assessment of progress and for reorganization of SDG implementation whenever necessary.

Need for a robust and transparent monitoring system (3)



6. **Targeting the most vulnerable populations and assuring equity of access at specific locations** when making development investment decisions, such as in education, health, public transport is possible if a monitoring system provides the essential data.
7. Monitoring should stop the blaming game of “who caused non-conformance of SDG implementation” and rather **build in situ capacities so that local and national level stakeholders** can truly co-design and co-manage the processes of SDG implementation.

Need for a robust and transparent monitoring system (4)



8. Achieving **transparency** of policy decisions in the context of development cooperation by verifying compliance with the Principles of the Paris Declaration and Accra Agenda for Action.
9. Forestalling short-termism induced by a results based management (RBM) approach and results based development financing at the expense of **deeper rooted and longer term programming and undertaking.**



Implications for action



- Link organizational structures, institutional processes and administrative procedures with **clear lines of authority, legitimacy, accountability, responsibility.**
- Develop and implement an **international standard and language** so data can be linked to increase collaboration and co-ordination of related work efforts.
- Increase **collaborative skill sets** and cooperative management competencies.

Shared Measurement



- Driving **consensus** on shared measurement
 - design a shared measurement system, central to any collective impact effort
 - define the goals and metrics used to evaluate progress and to design a process for learning from the data that is collected
- **Collecting and compiling** relevant data
 - it is at the local level where the shared measurement plan needs to trigger action
 - ensure that the appropriate data is collected from all in-country partners



Progress Monitoring v. Impact Assessment



- **Progress Monitoring:** Indicators are tracked frequently and serve to inform strategic adjustments and action on an ongoing basis.
- **Impact Assessment:** Progress monitoring can be supplemented by selected in-depth impact studies that investigate specific questions about the effectiveness of different approaches and their longer-term impact to inform major strategic revisions.

What Data Revolution Entails



1. transformative actions needed to respond to the demands of a complex development agenda,
2. improvements in how data is produced and used;
3. closing data gaps to prevent discrimination;



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4. **building capacity and data literacy in “small data” and big data analytics;**
5. **modernizing systems of data collection;**
6. **liberating data to promote transparency and accountability; and**
7. **developing new targets and indicators.**

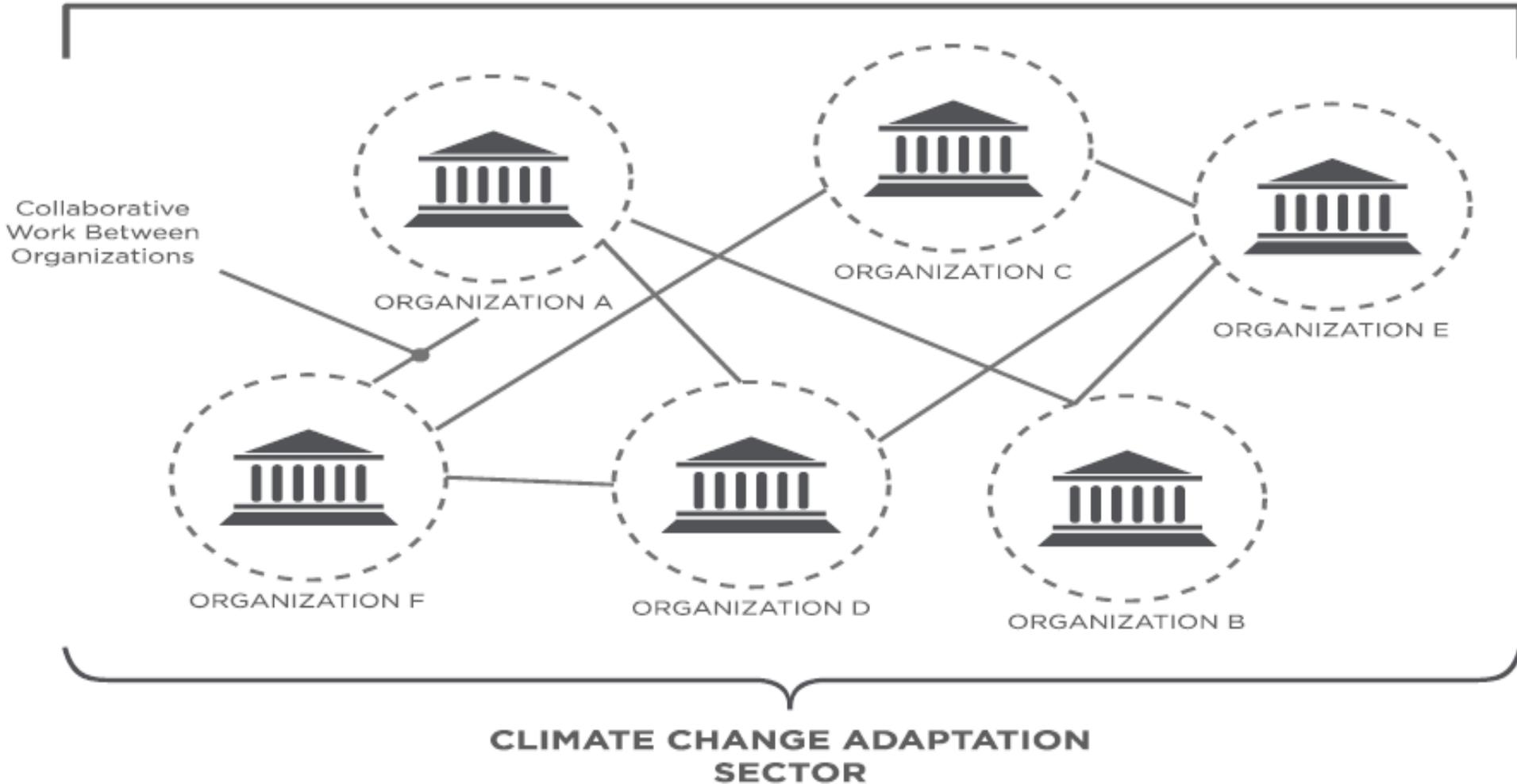
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Institutional Macro Context Diagram

INSTITUTIONAL CAPACITY





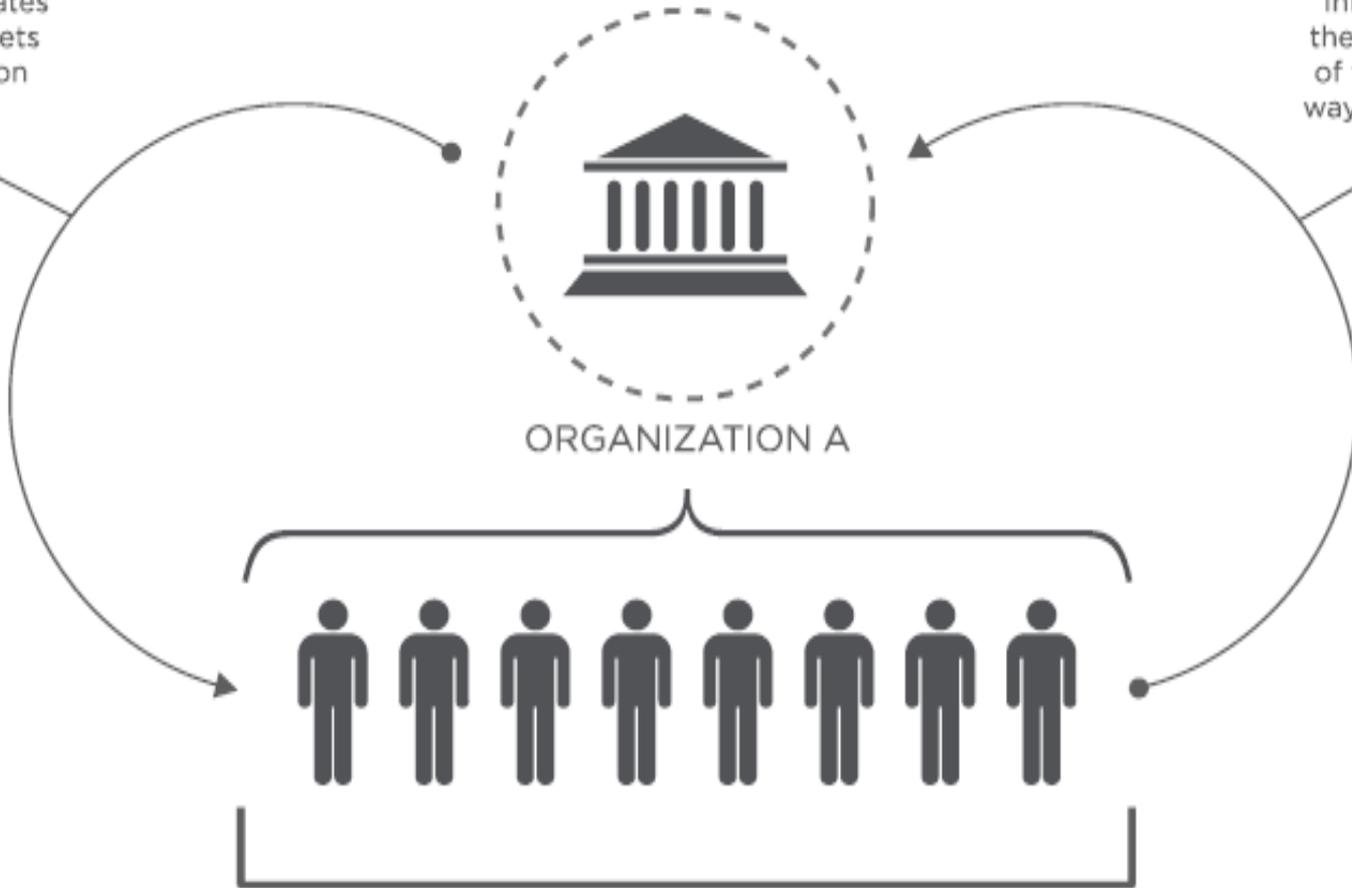
Institutional Macro / Micro Connections



INSTITUTIONAL CAPACITY

Informs and Cultivates
the Offering/Skillsets
of the Organization
Members

Informs and Expands
the Offering/Capability
of the Organization
by way of Member Skillsets



ORGANIZATION A

SKILLS ASSESSMENT

- MANAGEMENT SKILLS
- TECHNICAL SKILLS
- PARTICIPATORY SKILLS

Call for Action Monitoring



- **Monitoring and Reporting (M&R)** are a central part of the post 2015 SDG.
- Necessary to inform the policy makers and the public on progress and impact of implementing the SDGs.
- Monitoring and evaluative processes require integration of **new ICT methods and tools**.
- Reform of the statistical capacity of global institutions and of national authorities is needed.
- A **“common”** communication template needed.

Action #1: Launch Global SDG Data Hubs



- **National and international partners** need to collaborate to establish a data driven SDG platform in all countries.
- **SDG data hubs** should be expected to enhance aggregation, curation and visualization of critical data.
- The **SDG data platform** could be designed to ensure:
 - authentic and robust multi-stakeholder engagement;
 - unified data-driven monitoring and accountability hub,
 - enabled broad-based youth & citizen engagement,
 - accountability
 - positive incentivization of bolder and faster action and impact.

Action #2: Deploying appropriate and state of the art technologies, techniques and tools

- Increased leveraging of **mobile & web-based applications, participatory maps & crowd sourced event data, aerial & satellite imagery, geospatial platforms, advanced visualization, live simulation, and computational & statistical models** to power effective monitoring of SDG related activities.
- Rise of **handheld GPS units**, Google Maps, and OpenStreetMap for example, assisting in the early development of “crisis maps”.

Action #3: Linking existing datasets (1)



- From the **local/city** level, to **country** level, to **regional** level, and ultimately to the **global** level.
- Ensure **inter-operability** of both quantitative and qualitative data from multiple sources and institutions across the SDG agenda.

Action #3: Linking existing datasets (2)



- **Unified hub of static and dynamic data needed. Major categories are:**
 - global reporting systems and surveys;
 - country reporting systems and surveys;
 - open data from governments, the private sector, and institutions on “commitments to action”;
 - dynamic social data;
 - citizen-generated data;
 - environmental and geospatial data;
 - global indices, such as the Human Development Index, the Open Budget Index, etc.; and
 - private corporate datasets connected to MNCs’ social responsibility and global compact programme.

Action # 4: Shared Communication and Data Collective Template through A Global Monitoring Standard

- A **standard reference template** needs to be developed.
- Need for a standard data coding processes to **share and integrate data**. Datasets need to be comparable.
- Presently, there is ***no common tool or standard to share data. There is no commonly agreed upon mechanism to bring all the diverse datasets together.***

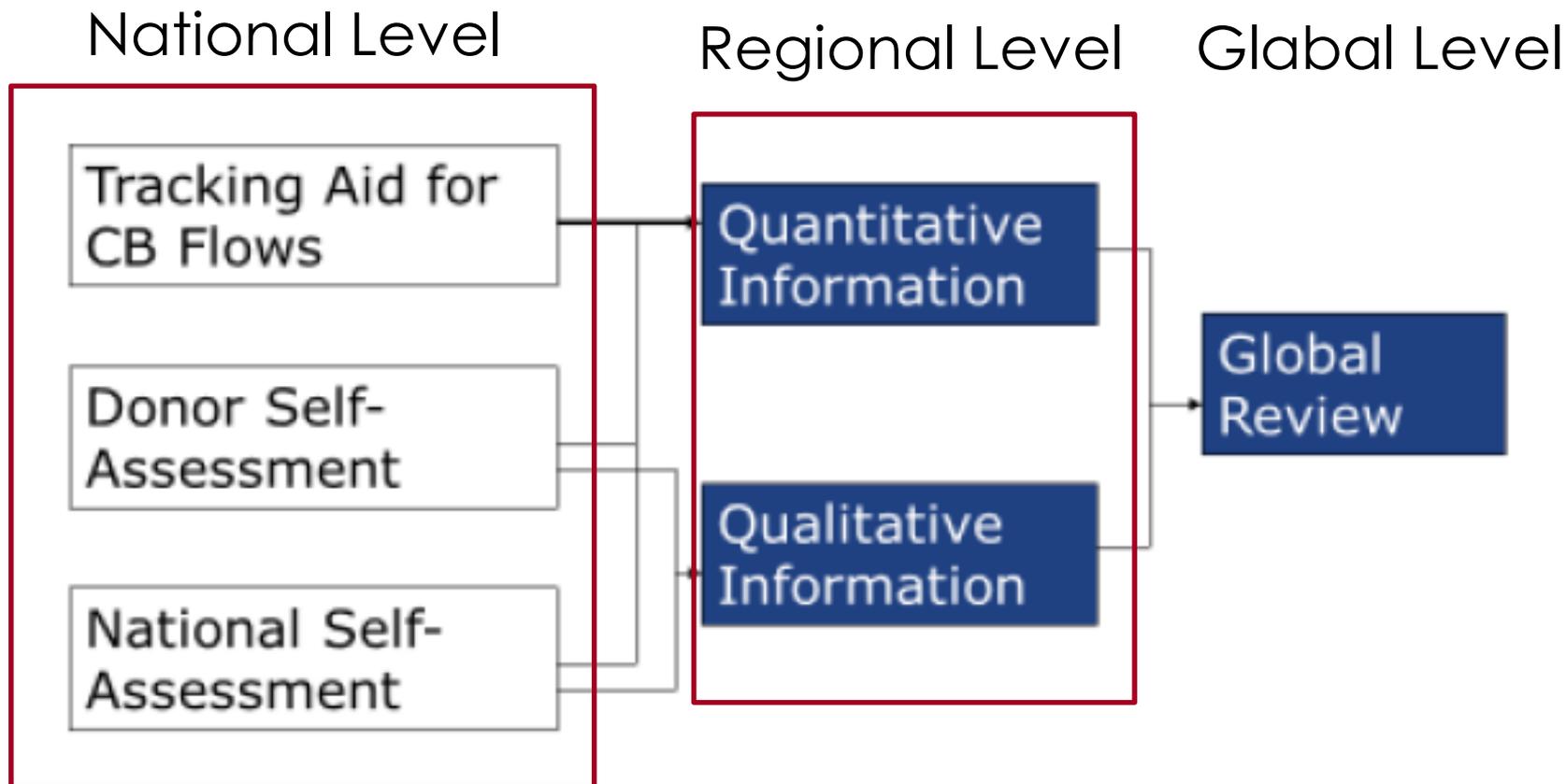
Ingredients of a Monitoring Standard (1)

1. **Data Definition** that is based on stakeholder participation to ensure inclusive policy priorities and criteria.
2. **Data collection and dissemination** procedures for tracking the entire SDG implementation process.
3. **Reporting format** for collecting, sorting, storing and retrieving data for statistical analysis.

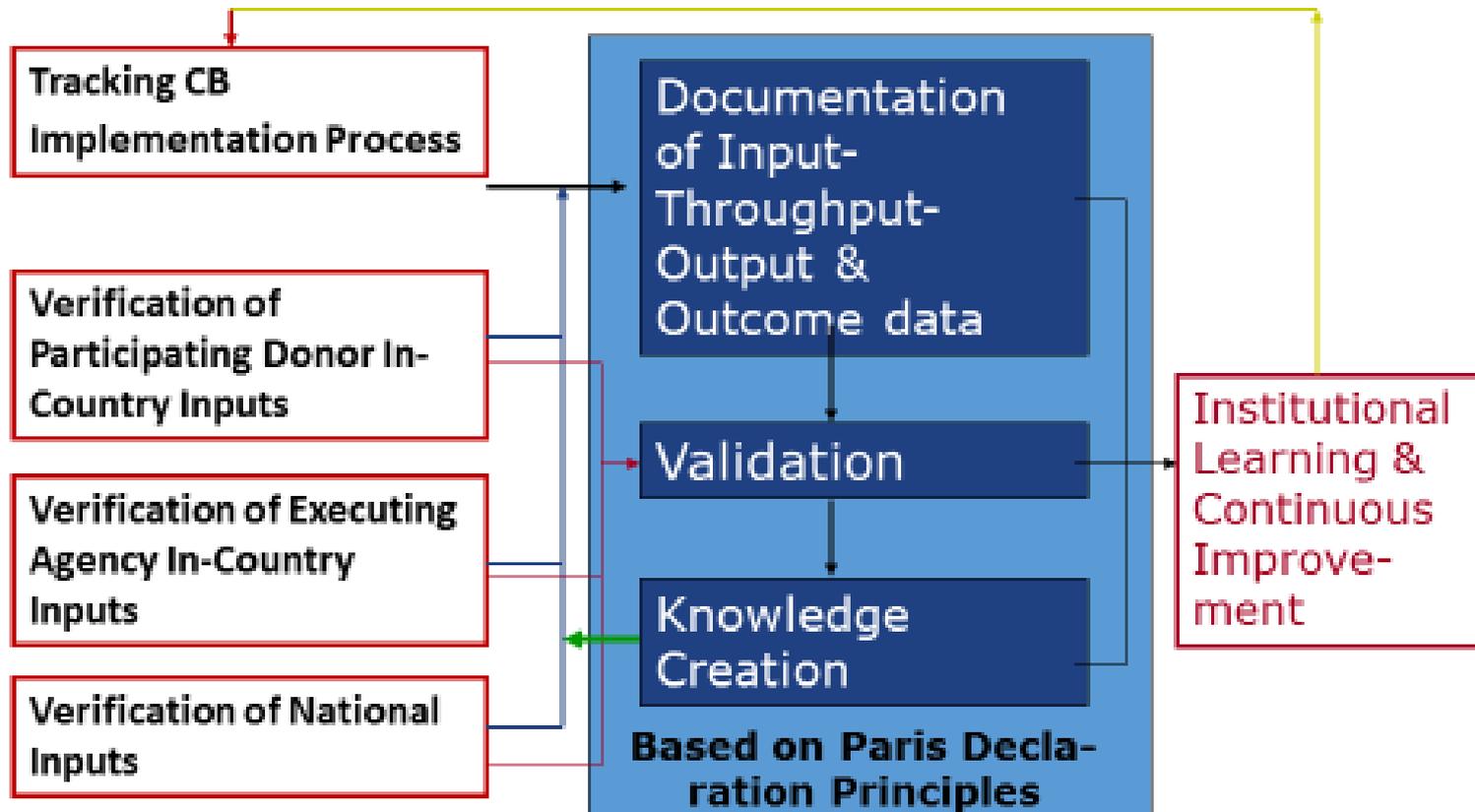
Ingredients of a Monitoring Standard (2)

4. **Participatory approach** to micro-foundational monitoring in order to capture the sub-national diversity and disparities in terms of multidimensional poverty and varied pathways in attaining sustainable development.
5. **Visualization** at subnational level for whole system mapping and “at-a-glance” reporting for easy comprehension and priority setting.
6. Periods for **management review** against agreed evaluation criteria.

Three Tiered Monitoring Framework at the Global Level



The National Architecture for Monitoring



CONCLUSION (1)



- **Comprehensive and differentiated data collection is needed that reflects the operational realities at different levels of each country.**
- **New analytic tools can disaggregate enormous amounts of diverse data to offer both “broad” and “granular” views of the social landscape and offer a more realistic context to a country’s SDG challenges.**
- **From smart phones to the cloud computing, innovation in ICT allows for data collection and dissemination to be dynamic, immediate and participatory (horizontal).**

CONCLUSION (2)

A dynamic SDG monitoring system can be a basic policy management tool to **support accountability and transparency** across complex governance structures.

- An integrated SDG monitoring process would support **steady feedback** at all levels, provide a means to assess and adjust the quality and impact of policy choices, and create “just in time” operational scenarios and strategies.
- *A relevant, logical and inclusive monitoring system would be a process that **empowers** all stakeholders (state and non-state actors) to participate and to contribute to the realisation of their country’s SDGs.*

SDG Implementation – Business Unusual



- *"In many countries **people** are already involved in shaping **new solutions** — governments at all levels are engaging the public in finding solutions to natural resource preservation, innovative energy sources and monitoring public service quality. These efforts all form part of a **complex dialogue** that is generating the best ideas and **building consensus** on the post-2015 agenda: the World We Want."*
(p.7)

Source: "A Million Voices: the World that We Want. A Sustainable Future with Dignity for All" (2013)

Timely Feedback Signals & Loops

- ***“DATA CONCERNS. It has been seen that the consultations call loudly and clearly for more accountable and responsive governance, and to leave no one behind. It is also recognized that, to ensure accountability and tackle inequalities, more data, better data, new types of data and more accessible data are needed. The need for a data revolution has been repeated several times.” (p.40)***

Source: “A Million Voices: the World that We Want. A Sustainable Future with Dignity for All” (2013)

Thank you