



REPORT

Mapping and identifying stakeholders' roles and responsibilities in SDGs monitoring and evaluation processes





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LIST OF ABBREVIATIONS

- MCA - Macedonian Consultant Association
- MEN - Macedonian Evaluation Network
- M&E - Monitoring and Evaluation
- NISDC - National Institution for Sustainable Development Coordinator
- RNM - Republic of North Macedonia
- SDGs - Sustainable Development Goals
- UN - United Nations
- VOPE - Voluntary Organizations for Professional Evaluation
- MAPP - Macedonian Anti-Poverty Platform
- SOZM - National Council for Gender Equality
- Y-PEER - Association for Youth Activism and Education VAJPIER Skopje
- VNR - Voluntary National Review
- NP - National Partnership

I. Context

The Macedonian Evaluation Network (MEN), which is part of the Macedonian Consultant Association (MCA-2000), is dedicated to effectively contribute to improve the use of evaluation and, constantly work on raising the evaluation culture in North Macedonia. Within the organization a wide network of professionals and consultants with rich background in management, including monitoring and evaluation of development processes is operating in order to contribute to implement the EvalAgenda2020.

MEN as National VOPE with the support of EvalPartners have joined the global processes for monitoring and evaluation of the Sustainable Development Goals (SDGs) through the project “Enhancing SDG’s evaluation for sustainable development”. The aim of this initiative was to increase the national capacities for Monitoring and Evaluation (M&E) of the Sustainable Development Goals (SDGs) through promotion of integrated approach in creating state development policies, based on relevant information and accurate data. In particular, the project activities focus on strengthening the partnership and coordination between the various stakeholders involved in the SDGs monitoring and evaluation processes, in order to achieve a structured and organized implementation of the United Nations Development Agenda.

Therefore, a wide group of stakeholders from public, private and non-governmental sectors, academics, consultants, experts and members of MCA-2000 were involved in the process of first, mapping and identifying the relevant participants and second, identifying their roles and responsibilities in M&E of the SDGs. Such identification and mapping of relevant stakeholders and their alliance into a network - National Platform for SDGs represent a significant backing to the national relevant authorities as through a larger involvement of wide range of professional organizations and individuals into the implementation processes of the UN Development Agenda based on proper and accurate monitoring and evaluation processes.

II. Objectives of Stakeholder Analysis

In coherence with the specific objective of the project which aims to strengthen the national capacities of monitoring and evaluation of the SDGs, MEN together with its partners Macedonian Anti-Poverty Platform - MAPP, National Council for Gender Equality (SOZM) and the Association for Youth Activism and Education VAJPIER Skopje (Y-PEER) through the process of selection and identification of relevant stakeholders will establish a National Partnership for SDGs that will be responsible effective for monitoring and evaluation at the country level, foster national ownership of the SDGs and increase the awareness level and knowledge about SDGs at national and local level.

The report on stakeholder’s mapping and analysis contains actors that have the relevance and influence in the field of M&E and thus will become a tool to contribute towards systematized and coordinated approach in monitoring and evaluation of policies, systems and actions related to SDGs and thus fully support the country’s development agenda and implementation of EvalAgenda 2020.

The Report on the stakeholder mapping and analysis, will take into consideration the first Voluntary National Review (VNR), the actors involved its preparation, governments’ priorities and diligently following the strategies of the UN agencies in the country, as following:

- a. List of Stakeholders in the country relevant for the SDGs monitoring and evaluation processes in NM (name, type, area of work, roles, responsibility, inclusion, added value);

- b. Recommendations for stakeholder engagement based on strategic level of interest and degree on influence in North Macedonia; and
- c. Desirable level of stakeholder involvement and expected benefits

III. Objectives of the Partnership

The National Partnership (NP) will be a group of 20-30 prominent professionals representing the different stakeholders, from the academic community, civil society and public sector that are committed to monitoring and evaluating the sustainable development issues in their area of expertise. This group will serve as a catalyst for SDGs monitoring and evaluation, and will spread the idea about SDGs M&E processes in their area of expertise. Moreover, the main role of the NP on continuous basis will be to:

- a. Analyse the system for monitoring and evaluation of SDGs at local and national level,
- b. Promote the M&E tools for better evaluation of SDGs,
- c. Promote the SDG indicators and their integration in policies development,
- d. Promote the evidence-based decision making and better use of evaluation in SDGs implementation.

IV. Methodology

4.1 Preliminary discussions

Due to COVID-19 consequences all planned coordinative meetings with potential key players have been realized online. The initial meetings aimed to understand the basics of the work of key players, their expectations, timelines, deliverables and future plan regarding SDGs. Therefore, weekly meetings between the project team and monthly meetings with the project partners were held. Another reason of the coordinative meetings was to clarify questions and issues related to the needed documents for the desk review including a tentative list of the stakeholders.

4.2 Desk review

A significant number of documents were collected and reviewed, such as documents prepared by national authorities including the first VNR report, publications of UN agencies related to SDGs and other M&E documents from other institutions. These documents included vital information regarding the SDGs situation in the NM, M&E processes needed for SDGs and the list of stakeholders comprising: (a) the ones that MEN and project partners have been cooperating in the past and (b) the ones with no partnership and hence important stakeholders that could influence the M&E of SDGs in the country.

The initial list to group the stakeholders, who in some way are related to SDGs monitoring and evaluation processes was defined using the following selection:

1. Policy makers and governments: Government, Parliament, Ministries, Local Administrations, Agencies and Directorates responsible for SDGs monitoring and evaluation.
2. Research community: Universities, MANU, Think Tanks
3. Bilateral/multilateral development partners and Experts: Embassies & country development agencies, UN agencies, MEN, Consultants companies
4. Civil society organizations, and
5. Other groups (media, private sector, chambers of commerce or similar).

The criteria used for stakeholder's selection was based on Mitchell *et al.*¹ definition, which is classifying the stakeholders based on power to influence, the legitimacy of each stakeholder's relationship with subject, and the urgency of the stakeholder's claim. Stakeholders' categorization was based on the following dimensions:

- Power (high, medium, low)
- Influence (high or low)
- Interest/Need (high, medium, low)
- Support/Attitude (positive, neutral, negative)

4.3 Preparation of questionnaire

A draft questionnaire was prepared and shared between the members of the project team and the project partners to incorporate suggestions and comments and was pre-tested before sending out to respondents (Table 2). The finalized version of the questionnaire was sent online using Google forms platform to 180 potential stakeholders. It aimed to elicit responses related to general questions about the stakeholders' category, status, their interest, influence, capacity and willingness to partner, and potential benefits and risks of partnering.

The questionnaire was sent out on July 24, 2020 and, with an extension of last date, remained open till August 28, 2020. By this date, 54 responses were received. The Table below (column 2) shows the category-wise breakup of the number of stakeholders to whom the questionnaire was sent.

Table 1: Categories of institutions (potential stakeholders) included in the survey

Category	Number of stakeholders that received the questionnaire	Number of stakeholders that responded to the questionnaire
(1)	(2)	(3)
1. Policy makers and governments: Government, Parliament, Ministries, Local Administrations, Agencies and Directorates responsible for SDGs monitoring and evaluation.	50	7
2. Public sector local level (Regional centers for development, Municipalities, Local Administrations and similar)	30	6
3. Research community: Universities, MANU, Think Tanks, NGOs	25	12
4. Bilateral/multilateral development partners and Experts: Embassies & country development agencies, UN agencies, MEN, Consultants companies	25	7
5. Private sector (Consultant companies, professional experts' groups and similar).	30	14
7. Individuals (not representing a group)	20	8
TOTAL	180	54

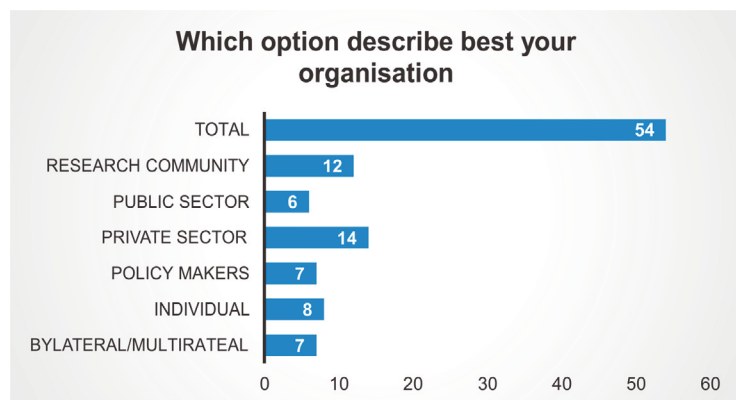
1) Mitchell, R.K.; Agle, B.R.; Wood, D.J. (1997). "Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts". *The Academy of Management Review*. 22 (4): 853–86. doi:10.2307/259247. JSTOR 259247

V. Results of stakeholder analysis

1.1. Results from the desk review and the online survey

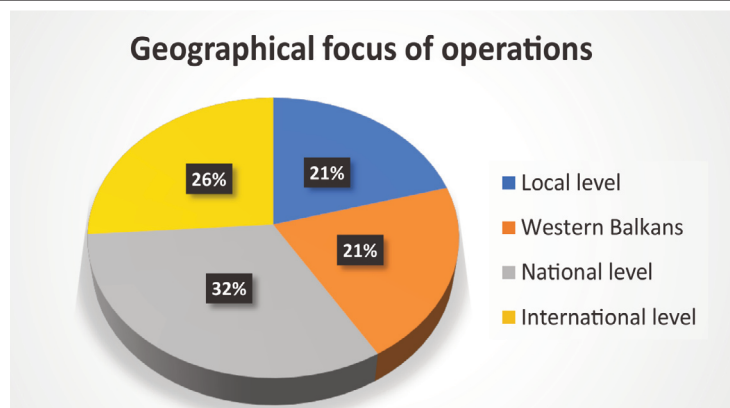
In absolute terms, 54 replies to the survey is a statistically significant number considering also that it was a set of respondents that represented different categories, even though as a percentage (30 percent) could have been higher. Low percentage response appears to be due to a large number of public sector potential stakeholders from both at central and local level, who didn't respond to the survey. Only 7 out of 54 (or 14 percent) from the central government institutions responded to the survey. The second lowest response was from the public sector organizations from local level, only 6 replies out of 54 (20 percent). Reasons for low response, and by implication low interest, are further analysed in subsequent sections. Highest response was received from the private sector organizations and individuals not corresponding to a legal entity (48 percent) (figure 1).

Figure 1:
Representation of stakeholder's groups in the survey



The results demonstrated that stakeholder's field of work is almost equally distributed on geographical levels. Only minor differences are noted on different levels. Most stakeholders' field of work is focused on national level with 32 percent, followed by international level with 26 percent while the local level and regional level - Balkan is represented equal with 21 percent (figure 2).

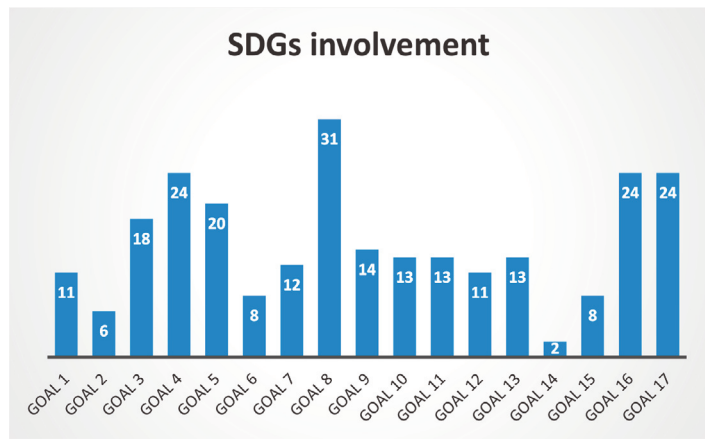
Figure 2:
Stakeholders geographical focus of operations



Questioned about stakeholders involvement in M&E of the SDGs, most of them stated that their field of work is mostly tackling and working on the SDG number 8 - Decent work and economic growth, followed by SDG number 4- Quality Education, number 16- Peace, Justice and Strong Institutions, and 17 - Partnership for the goals, with 24 results each, and Goal number 5 - Gender equality with 20 results. Whereas the goal that is less tackled among stakeholder's work is the Goal number 14 - Life below water with 2 results, as expected and Goal number 2 - Zero Hunger with 6 results (figure 3).

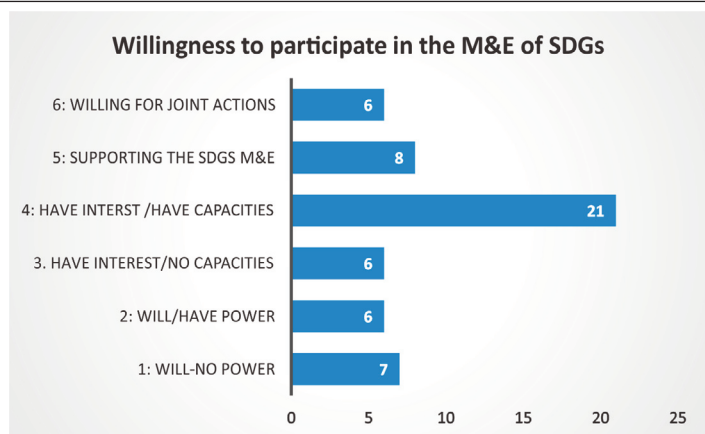


Figure 3:
Stakeholder's involvement in M&E of SDGs?



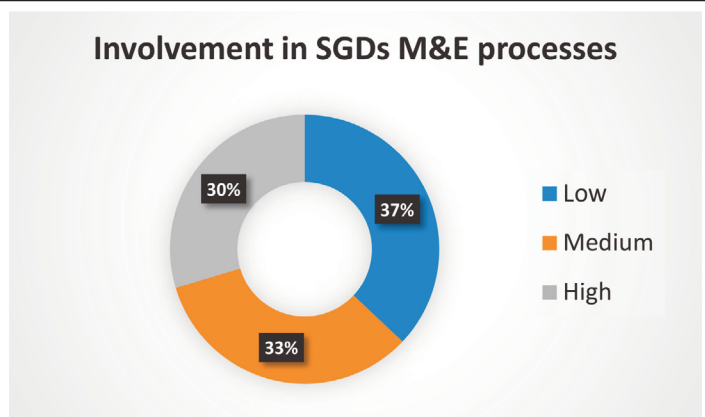
The majority of selected stakeholders (21 replies) declared that they have interest in the M&E processes of the SDGs and have the necessary expertise, technical and human capacities to do it efficiently, followed by those stakeholders (8 replies) who support the M&E processes of the SDGs and collaborate with relevant stakeholders to do so, (7 replies) of those willing to support but do not have the power to make changes, and (6 replies) of the rest of the categories as presented in the below (figure 4).

Figure 4:
Stakeholders status on M&E of SDGs



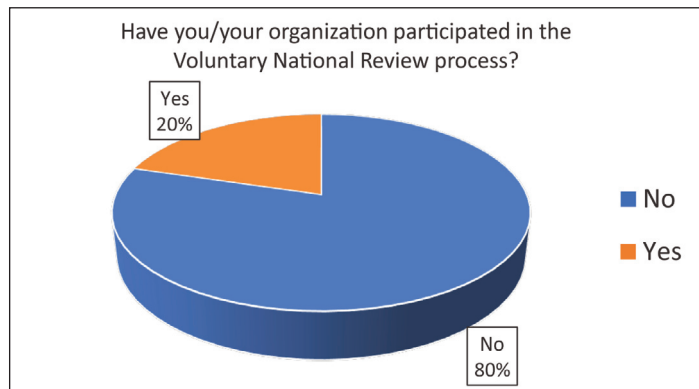
Questioned about rating organizational and/or personal involvement of stakeholders in the M&E processes of the SDGs, 30 percent of them rated it as higher involvement, followed by 33 percent as middle involvement, and most of them 37 percent rated it as low involvement (figure 5).

Figure 5:
Stakeholder's involvement in M&E processes of SDGs



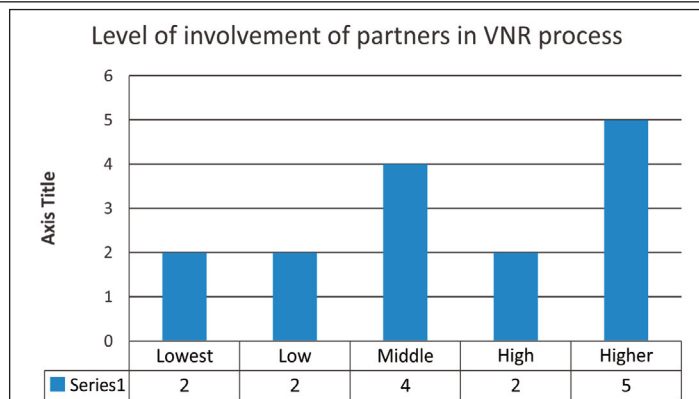
Among the stakeholders that responded to the survey, only 20 percent have participated in the process of VNR, while the rest of 80 percent didn't (figure 1). Meaning that the majority of institutions involved in this stakeholder mapping were not part of the VNR process and thus it would be recommended to extend the number of institutions participating in future activities related to VNR (figure 6).

Figure 6:
Stakeholder's involvement in the VNR process in the RNM



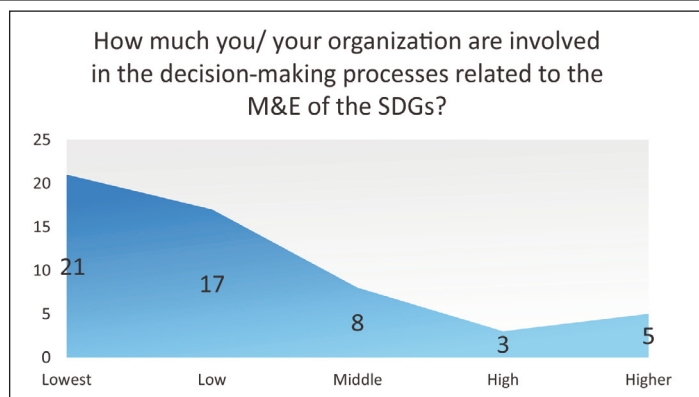
Of the institutions that have participated in the VNR process, the level of their involvement has been at the satisfactory level. The majority noted their involvement at a higher level (33 percent) towards middle involvement (26 percent), and less (13 percent) of those who believe their involvement was not considered substantial (figure 7).

Figure 7:
Level of stakeholder's involvement in the VNR process



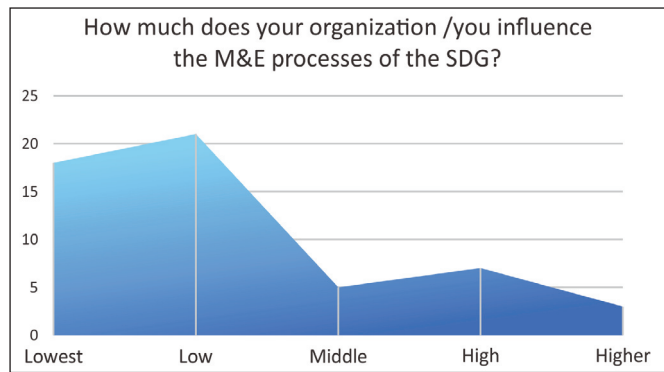
Of all the responders involved in this survey the majority of them declared that their involvement in the decision-making processes related to the M&E of the SDGs are at an insufficient level, i.e. about 70 percent believe that their involvement is very low-lower, and about 15 percent declared their level as high-higher. This demonstrates that when important decisions related to M&E are adopted their involvement is not at satisfactory level, therefore, it's recommended to involve larger groups before important decisions related to M&E are made (figure 8).

Figure 8:
Level of involvement in decision-making processes related to M&E



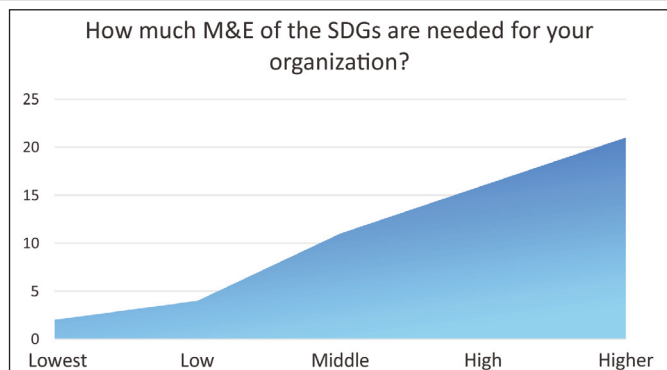
As per responder's influence in the M&E processes in general, and those of SDGs in particular, the results showed that in most of the cases they can't influence at all (72 percent) or moderately influence (nearly 10 percent), while the number of the responders that believe they can influence the M&E process is less represented with (about 18 percent). This shows that the level of influence is not at satisfactory level, but there is possibility to increase that level of influence in the future, starting from those who can at this point (figure 9).

Figure 9:
Stakeholder's influence in the M&E processes



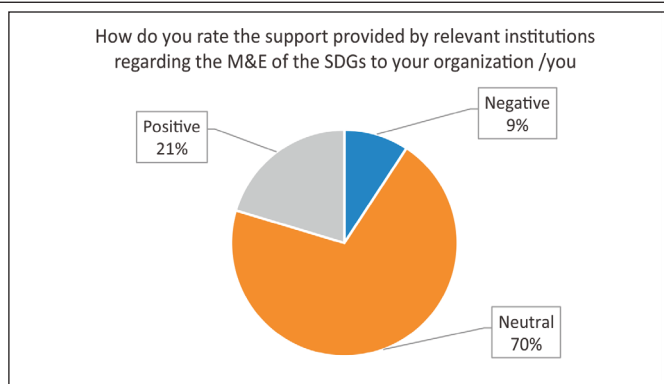
Disproportionally from the level of involvement and the possibility to influence on the M&E decision making processes, the institutions that participated in the survey declared that the need for M&E of the SDGs in their organization is very much needed (70 percent), average need (20 percent) and only (11 percent) believe that M&E is not really needed in their organization (figure 10).

Figure 10:
The need for M&E in institutions



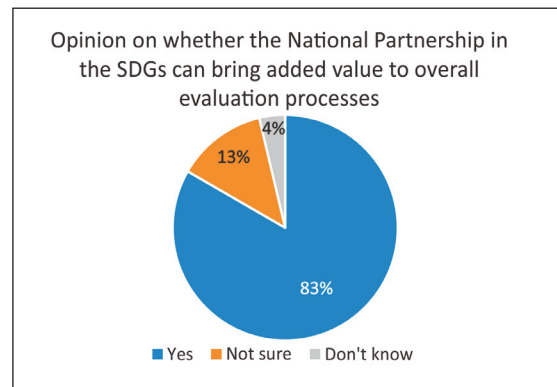
When questioned about how would they rate the support provided by relevant institutions regarding the M&E processes of the SDGs to the organization they represent, the majority of them (70 percent) said that the support is neutral without any visible support, about 21 percent rated the support as positive and 8 percent rated it as negative. From the stated it can be seen that the support from relevant institutions related to M&E should be more visible and positive to the institutions dealing with M&E and to the general public as well (figure 11).

Figure 11:
Support provided by relevant institutions regarding M&E of the SDGs



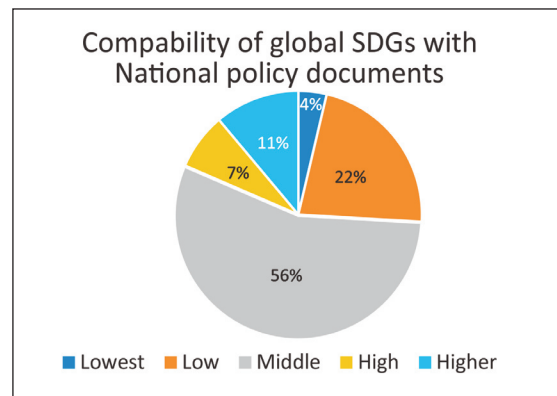
Questioned about stakeholders opinion on whether the National Partnership in the SDGs can bring added value to the overall evaluation process in the country, more than 80 percent of them believe that the role of the National Partnership can contribute to the M&E processes, 13 percent are not sure of Partnerships role and value and only 4 percent do not have an opinion (Figure 12)

Figure 12:
National Partnership on SDGs and the added value to evaluation



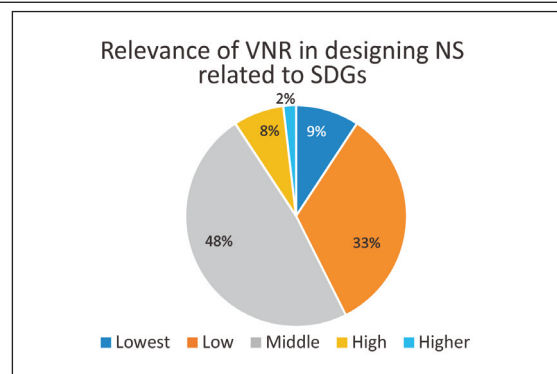
The majority of responders (56 percent) believe that the global SDGs are compatible with national policy documents at an average level, whereas the smaller percentage 15 percent of them believes on the higher compatibility and about 18 percent believe that the level of compatibility is low (Figure 13). This demonstrates that global SDGs are compatible with national policy documents; however, still there is a room for improvement.

Figure 13:
Compatibility of global SDGs with National Policy Documents



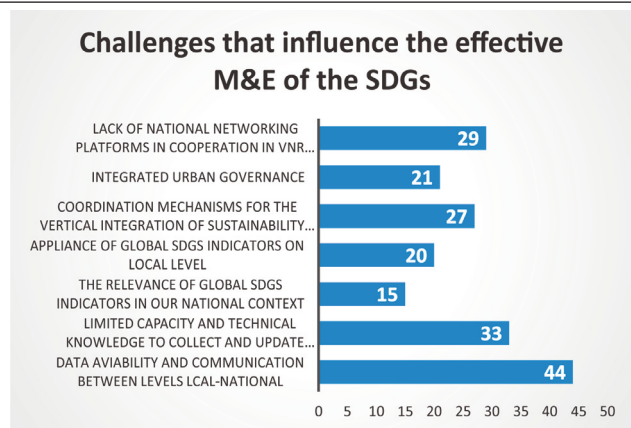
Questioned about the importance of the Voluntary National Report in designing and development of national strategies relevant to the SDGs, surprisingly the stakeholders have different opinions. About 50 percent believe that they are averagely important, over 40 percent do see them as very irrelevant and only 10 percent sees the VNR as an important tool when important national documents related to SDGs are adopted (figure 14).

Figure 14:
VNR relevance in designing National Strategies related to SDGs



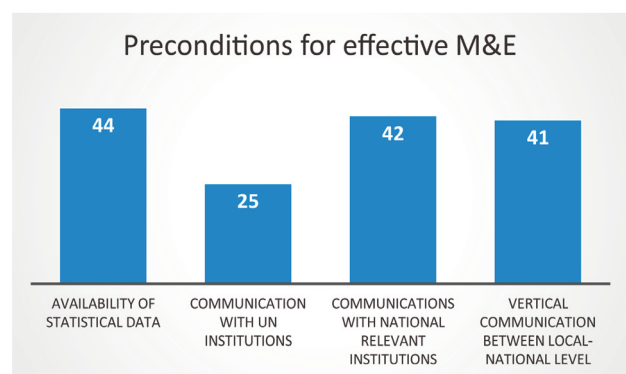
Among the proposed challenges, the majority of participants (44) declared that one of the most challenge that can influence the effective M&E of the SDGs is the availability of data and their communication between levels (local-national), the second challenge is the limited capacity and technical knowledge to regularly collect and update the needed information in order to be able to monitor and evaluate the goals (33), the third challenge is the lack of national networking platforms who will be regularly involved in the VNR development (29), and the challenge that can less influence the effective M&E processes is the appliance of global SDGs indicators on local level (15). Below (figure 15) can be found more details on the challenges according to the stakeholders.

Figure 15:
Challenges influencing effective M&E of the SDGs



Questioned about stakeholders opinion on what needs to be undertaken in order to create the conditions in performing effective and efficient M&E practices in the country, the majority of them (42 out of 54) believe that availability of statistical data is the first issue that needs to be improved, followed by the communication between relevant institutions involved in M&E (42 out of 54), than its needed to improve the communication level between central-local authorities (41 out of 54), while the communication with UN institutions seems to be in better situation, since less than 50 percent believe that it's not among the main preconditions for effective M&E of the SDGs.

Figure 16:
Preconditions for effective M&E



VI. Interest and Influence Analysis

The information about stakeholders gathered from the desk research and the survey results was analysed and processed and conclusions were extracted, in regards to stakeholders' relative importance in terms of their knowledge, interest, positioning, leadership, influence, networks and power. All the 54 stakeholders included in the survey have been categorized around the following attributes to facilitate the analysis of stakeholders:

- Stakeholders "interest" involves knowledge, willingness, support and attitude; and
- Stakeholders "influence" involve leadership, power, positioning and networking.

Table 2: Interest and Influence Analysis ²

Group 1: High Interest /High Influence	Group 2: High Interest /High Influence	Group 3: High Interest /High Influence	Group 4: High Interest /High Influence
1. Cabinet of Deputy Prime Minister for Economic Affairs	1. MCA2000	1. Atila Gjuladin	1. Trajkovski Consulting
2. State Statistical Office	2. CRJIPR		2. Dragan Dimitrov BDO
3. Office of the UN Resident Coordinator	3. BASME CT		3. Marika Baseska Georgievska
4. National Council for gender equality	4. Center for Knowledge Management		4. DUEL Consulting
5. UNHCR	5. South East University		5. Anita Aleksova
6. Epicentar International	6. Centar za Dobro Vladeenje I Integritet- Hab Skopje		6. Opstina Lozovo
7. FVM-S	7. CEFE Macedonia		7. Association Hope Makedonska Kamenica
8. KO NOKT	8. Association "Readiness for EU"		8. Association MACEF
	9. Zdruzenie na biznis zenj		9. Association Mislja
	10. Centar za razvoj na istocen region		10. LumenisDM Doel
	11. Fondacija za Menadzment I Industrisko istrazuvanje		11. Zdruzenie na studenti na sumarski fakultet - DREN
	12. Juliana Prokopieva Piscecka		12. Impact Ventures
	13. Agency for data protection		13. Association First Five
	14. Prodolzi so Nasmevska		14. Macedonian Center for International Cooperation
	15. KoKonkt		15. Opstina Veles
	16. Y-PEER		16. Opstina Vinica
	17. Consulting Inter Group		17. Leonora Kadriji
	18. Daniela Nastevska Tasheva		18. European House Skopje
	19. Professional account		19. Sojuz na specijalni edukatori i rehabilitatori
	20. Marija Vasilevska		20. Marika Basevska Georgievska
	21. Liljana Alceva		21. Emina Nuredinovska
	22. Venera Gudaci		

2) The number of stakeholders is smaller to the number of institutions/persons that participated in the survey because some institutions are represented by more than one person.

High interest - High Influence

From the survey results it can be concluded that central institutions that are directly involved in the M&E processes of the SDGs are the ones with the higher interest and at the same time are the ones that can mostly influence the process. However, their engagement is as well supported and stimulated by the UN agencies in the country regarding the SDGs and some international and national organizations, councils and organized groups working on M&E of the SDGs on national level. However, this category is vaguely represented comparing to the number stakeholders' partners in the other categories (8 out of 54 responders).

High interest - Low Influence

In this category are listed relevant institutions operating on national and regional level and have special interest in dealing with M&E of the SDGs. This group is represented by development centers, consulting companies, research institutions and individuals that believe that M&E are very important for their organization and the society, but their influence in the policies related to M&E of the SDGs is very low. This category represents the real potential to be involved in working groups and thus can contribute to M&E processes in the country (22 out of 54 responders).

Low interest - High Influence

This category is underrepresented (1 out of 54 responders) and uncertain, it could be due to the fact that the questions were misunderstood as in individual is not ordinary to be able to influence the process and at the same time has a low interest. Moreover, this category is expected to be underrepresented as in an institution is higher on influence its probable that will have higher interest.

Low interest - Low Influence

This category of groups is represented (21 out of 54) by local authorities, development centers, consulting companies, individuals and national institutions and associations. This groups believe that they can't influence the processes and do not have special interest in the M&E of the SDGs. It would be suggested that this group of institutions and individuals is encouraged to use and practice the M&E processes not only those related to the SDGs but in general to their everyday work.

VII. Conclusions

The results demonstrated that the stakeholder's roles in the M&E of the SDGs is mostly influenced by the stakeholder's hierarchy in the society. Namely, central government institutions and public sector are the ones that can influence mostly the process of M&E of the SDGs, and at the same time is expected to have highest interest in the same. However, this does not correspond to the results of this survey as their participation in this survey is vague (14 percent central government institutions and 20 percent public sector). Contrary to the low interest by mentioned sector, highest response was received from the private sector organizations and individuals (48 percent), this demonstrates the high interest they have but can't influence the processes. Stakeholder's field of work is almost equally distributed on geographical levels, with only minor differences noted.

Stakeholders involvement in regards to the M&E of the SDGs, is mostly related to the following SDGs:

- SDG 8 - Decent work and economic growth
- SDG 4- Quality Education

- SDG 16- Peace, Justice and Strong Institutions, and
- SDG 17 - Partnership for the goals
- SDG 5 - Gender equality

Stakeholder's involvement in M&E of SDGs are very much in line with the priorities stated in Macedonia's VNR.³ Also, the economic development and quality education, followed by strong institutions, partnership and equality are the main stand points for sustainable societal development.

The majority of selected stakeholders seems to have interest in the M&E processes of the SDGs and have the necessary expertise, technical and human capacities to do it efficiently, and many of them support the M&E processes of the SDGs and do collaborate with relevant stakeholders to do so, while only few are willing to support but do not have the power to make changes. It seems that stakeholder's involvement in the M&E processes is equally divided among those with higher involvement, average and low involvement.

In general, there is still needs for strengthening partnership among SDG stakeholders in Macedonia. Even the process of preparation of VNR was highly participative, the involvement of CSOs wasn't significant. On the open call in January 2020 only 30 Civil Society Organisations applied.⁴

As per stakeholders' inclusions and involvement in the VNR process most of them (80 percent) weren't involved, compared to the smaller number (20 percent) that were involved described their participation as satisfactory level.

When important decisions related to the M&E of the SDGs are made, stakeholders believe that their involvement is insufficient (70 percent). Therefore, it's recommended to involve larger groups before important decisions related to M&E are made.

Stakeholders influence in the M&E processes is low (72 percent) and the rest believe that their influence is moderate (nearly 10 percent) or high (about 18 percent). This shows that the level of influence is not at satisfactory level, but there is possibility to increase that level of influence in the future. Disproportionally from the level of involvement and the possibility to influence on the M&E decision making processes, the need for M&E of the SDGs in stakeholders' organization is very much needed (70 percent), average need (20 percent) and only (11 percent) believe that M&E is not really needed.

The level of support provided by relevant institutions regarding the M&E processes of the SDGs to the stakeholders is considered as neutral without any visible support (70 percent), positive (21 percent) and negative (8 percent) suggesting that relevant institutions should concentrate more efforts on M&E processes and make their actions more visible and positive to the stakeholders that are dealing with M&E.

Planning M&E systems are part of the state institutions management processes, but positive practices are still missing. Learning processes as a result of evaluation are critical elements in almost every state institution, but also are lacking in the CSOs and private companies.

Majority (more than 80 percent) of the stakeholders believe that a National Partnership in the SDGs can bring added value to the overall evaluation processes in the country, comparing the smaller number who are not sure or do not have an opinion regarding the same. Having in mind the general concept of SDGs and their inclusion in the development processes worldwide, only a strong network of stakeholders can provide their successful implementation. National Platforms for SDGs, are important for strengthening group cohesion for organized approach in SDGs and further country's development.

³ In VNR for Macedonia SDGs 1, 4, 8 13 and 16 are extracted as priority areas for sustainable development of the country.

⁴ It is estimated that there are more than 8000 CSOs registered out of which around 800-900 are active.

As per the compatibility of the SDGs with national policy documents the majority of responders (56 percent) believe they are compatible standardly, while the other part has divided opinion on either higher (15 percent) or lower (18 percent) compatibility. This demonstrates that global SDGs are compatible with national policy documents; however, still there is a room for improvement.

As per the importance of the VNR in designing national strategies relevant to the SDGs, surprisingly the stakeholders have different opinions, 50 percent believe that they are normally important, over 40 percent do see them as very irrelevant and only 10 percent sees the VNR as an important tool when important national documents related to SDGs are adopted.

The majority of participants declared that one of the most challenge that can influence the effective M&E of the SDGs is the availability of data and their communication between levels (local-national), the second challenge is the limited capacity and technical knowledge to regularly collect and update the needed information in order to be able to monitor and evaluate the goals, the third challenge is the lack of national networking platforms who will be regularly involved in the VNR development, and the challenge that can less influence the effective M&E processes is the appliance of global SDGs indicators on local level.

Stakeholders believe that in order to be able to create conditions to perform effective and efficient M&E practices in the country, it's important to improve the availability of statistical data and the communication between relevant institutions involved, both horizontally and vertically. The communication with UN institutions seems to be at satisfactory level.

VIII. Recommendations

Central government institutions and the public sector are the main drivers of the M&E processes of the SDGs as they are the ones who can mostly influence the same. Therefore, their involvement is essential in effective M&E of the SDGs, however, it should be properly combined with the wider and inclusive participatory approach from the other sectors to ensure the needed expertise for the M&E.

Moreover, many organizations operating on national and regional level (development centers, consulting companies, research institutions and individuals) possess the needed capacity and expertise, and most importantly have particular interest in M&E but can't influence much the process, therefore, their availability should be properly channeled in order to effectively drive the M&E processes.

It's very important to combine those with higher influence and those with higher interest, to ensure a qualitative representation and inclusiveness aspect (central institutions, public sector, non-governmental sector, private sector, academia, donors, individuals and others) when needed. Therefore, establishment of a wider National Partnership on M&E of the SDGs is essential as it can gather in one place the decision makers, the expertise, the inclusiveness and the diversity in the process.

Moreover, the VNR process as a very important tool, it's not sufficiently known nationwide, it should be promoted among the wider public nationally as well and not only oriented towards UN, as in this way it will encourage a wider network of stakeholders that can provide contribution to the same process, since the stakeholders involved did have different opinions on its relevance and importance when important national documents related to SDGs are adopted.

Another issues that requires attention is the number of stakeholders that demonstrated low interest and low influence, which can probably be due to the lack of information and knowledge regarding the importance and the need of the M&E in general, and of the SDGs in particular. Therefore, its needed to undertake activities and promote the M&E processes in the country, provide necessary training to improve the evaluation capacities in general, increase the visibility of the M&E and encourage the use and practice of evaluation in the institutions.

The effective M&E of the SDGs can be ensured only through establishment of regular reporting processes both horizontally and vertically among relevant institutions and the availability needed data to be able to monitor and evaluate the goals, therefore communication channels and the data availability are crucial in that regard. Additionally, the human capacity and technical knowledge to regularly collect and update the needed information needs to be enhanced for proper M&E processes, while the

IX. Annexes

Table 3: Questionnaire

MAPPING

1. Please add the name of your organization / or individual: _____
2. Which option describe best your organization:
 - Policy makers and public sector on central level (Government, Parliament, Ministries, Agencies and Directorates responsible for SDGs monitoring and evaluation and similar).
 - Public sector local level (Regional centers for development, Municipalities, Local Administrations and similar).
 - Research community (MANU, Universities, Think Tanks and other educational and research bodies and similar).
 - Bilateral/multilateral development partners and Experts (Embassies & country development agencies, UN agencies, International organizations, Experts and similar).
 - Non-Governmental Sector (Civil society organizations, Associations, Consortium of NGOs and similar)
 - Private sector (Consultant companies, professional experts' groups and similar).
 - Media (TVs, newspaper, digital portals and similar).
 - Individual (not representing a group).
 - Other (add a comment) _____
3. Where is your field of operations mostly focused (multiple choice)?
 - Local level
 - National level
 - Western Balkan level
 - International level
4. Which Sustainable Development Goal is related to your work? (multiple choice)
 - Goal 1 End poverty in all its forms everywhere
 - Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
 - Goal 3 Ensure healthy lives and promote well-being for all at all ages
 - Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
 - Goal 5 Achieve gender equality and empower all women and girls
 - Goal 6 Ensure availability and sustainable management of water and sanitation for all
 - Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all
 - Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
 - Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
 - Goal 10 Reduce inequality within and among countries

- Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12 Ensure sustainable consumption and production patterns
- Goal 13 Take urgent action to combat climate change and its impacts
- Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development.

5. Which below statements best describes your current status related to Monitoring and Evaluation processes of the SDGs?

- We are willing to participate in the M&E processes of the SDGs but do not have the power to influence the process.
- We are willing to participate in the M&E processes of the SDGs and have the power to undertake the necessary steps to do it.
- We have interest in the M&E processes of the SDGs but do not possess technical and/or human capacities to perform it successfully.
- We have interest in the M&E processes of the SDGs and have the necessary expertise, technical and human capacities to do it efficiently.
- We are supporting the M&E processes of the SDGs and collaborating with relevant stakeholders in that regard.
- We are willing to take part in joint actions and provide contributions regarding the M&E processes of the SDGs.

6. How would you rate your organizational (personal) involvement in the process of Monitoring and Evaluation of the SDGs?

High-5 Medium - 3 Low-1

7. Have you/your organization participated in the Voluntary National Review process?

Yes No

8. If your answer is yes, please rate your involvement

High-5 Medium - 3 Low-1

9. How much you/ your organization are involved in the decision-making processes related to the Monitoring and Evaluation of the SDGs?

High-5 Medium - 3 Low-1

10. How much does your organization (you) influence the Monitoring and Evaluation processes of the SDG?
 High-5 Medium - 3 Low-1

11. How much Monitoring and Evaluation of the SDGs are needed for your organization?
 High-5 Medium - 3 Low-1

12. How do you rate the support provided by relevant institutions regarding the Monitoring and Evaluation of the SDGs to your organization (you)?

- Positive
- Neutral
- Negative

PARTICIPATION / FEEDBACK

13. Do you believe that a National Partnership in the SDGs (group of all relevant stakeholders) can bring an added value to the overall evaluation process of the SDGs?

- Yes
- No
- Not sure
- Don't know

14. How much global SDGs indicators are compatible with national policy documents?
 High-5 Medium - 3 Low-1

15. According to you, how much is the importance of the Voluntary National Report for designing and development of national strategies relevant to the SDGs?
 High-5 Medium - 3 Low-1

16. Please select the most relevant challenges that influence the effective Monitoring and Evaluation of the SDGs? (multiple choice)

- Data availability, their disaggregation and the difficulty in communicating between levels local-national.
- Limited capacity and technical knowledge to collect and update data regularly.
- The relevance of global SDGs indicators in our national context.
- Appliance of global SDGs indicators on local level (the need to harmonize the SDGs indicators and find relevant indicators and simplify them (single-variable indicators with straightforward policy implications.
- Coordination mechanisms for the vertical integration of sustainability data: Protocols and reporting mechanisms to support integration of data from local to national level in order to avoid double counting.

- Integrated urban governance - promote interconnected nature of both urban and rural challenges / figures and not concentrate on results only from cities.
- Lack of national networking platforms in cooperation in VNR development.

17. In order to be able to effectively Monitor and Evaluate the SDGs what preconditions need to be taken into consideration? (multiple choice)

- Availability of statistical data
- Communication with UN institutions
- Communications with national relevant institutions
- Vertical communication between local-national level



REPORT

Mapping and identifying stakeholders'
roles and responsibilities in SDGs
monitoring and evaluation processes

