



UNEG
United Nations Evaluation Group

Reference
Document

Evaluation in the SDG era: lessons, challenges and opportunities for UNEG

ANNEXES

Document Number

Annex 1

Terms of Reference

Towards evaluability of the 2015 SDGs: A review of evaluability literature and past evaluation experience to inform UNEG's contribution to Agenda 2030

TOR: (November 2015)

Background:

1. In September 2015, a new framework '*Transforming our World: The 2030 Agenda for Sustainable Development*' will succeed the MDGs. The Agenda is expected to frame global sustainable development efforts for the next fifteen years to 2030 ('*Agenda 2030*').

2. The final section of the 2030 Agenda document commits to systematic follow-up and review of implementation to help countries maximize and track progress, promote accountability to citizens, support effective international cooperation and foster exchange of best practices and mutual learning. This section makes specific reference to processes which: identify achievements, challenges, gaps and critical success factors that support countries in making informed policy choices; promote coordination and effectiveness of the international development system; and which will be rigorous and based on evidence, informed by country-led evaluations. It recognizes the need for enhanced capacity-building support for developing countries, including the strengthening of national data systems and evaluation programs; and, indicates that these processes will benefit from the active support of the UN system and other multilateral institutions. In addition (para 88), the Agenda recognizes the importance of system-wide strategic planning, implementation and reporting in order to ensure coherent and integrated support by the UN development system.

3. Agenda 2030 is an ambitious framework for human, economic, social and sustainable development spanning 17 goals and 169 targets covering a complex multiplicity of actors, sectors and themes.

4. Realizing gender equality will be crucial to progress across all the goals and targets set out in the Agenda 2030 to be addressed in a cross-cutting way throughout the sustainable development agenda¹, in addition to a stand-alone goal.

5. A global indicator framework is to be developed by the Inter Agency and Expert Group on SDG Indicators, agreed by March 2016 for adoption thereafter by the Economic and Social Council and General Assembly; and will be complemented by indicators at regional and national levels to be developed by member states.

6. In parallel, 2015 is also the International Year of Evaluation, taking place in the context of the 2014 UN General Assembly resolution (A/RES/69/237) on national evaluation capacity development. The 2014 Resolution complements the 2012 Quadrennial Comprehensive

¹ Comments of the Women's Major Group on the Zero Draft of the outcome document for the UN Summit to adopt the Post-2015 Development Agenda, June 2015.

Policy Review (QCPR), which urged stronger UN evaluation functions, evaluation alignment to agency Strategic Plans, and independent System-Wide Evaluation arrangements.

7. Notwithstanding the challenges inherent in assessing progress towards, and ultimately the results of Agenda 2030, the UN Evaluation Group (UNEG) is well placed to make constructive contributions, through its collective membership comprising evaluation offices of UN entities, its specific agency and system-wide orientation, and its partnerships with the global evaluation community.

8. The coincidence of the Year of Evaluation, and the launch of Agenda 2030 provides an opportunity for the international evaluation community including UNEG and partners at national, regional and global levels, policy makers and other development stakeholders, to begin to shape a global evaluation agenda for the SDG era. Specifically, there are opportunities to contribute by offering lessons from previous relevant evaluations at multi-country level and bringing an evaluation perspective to the on-going work to identify and agree indicators, monitoring and review arrangements for the SDGs.

9. Several UNEG members and groupings are already actively engaged with partners² in the consideration of, and advocacy for, the contribution of evaluation to Agenda 2030. To a certain extent, these strands are taking account of the (limited) recent experience of evaluating the MDGs, or elements thereof. Yet, the UNEG SO3 SDG working group considers such efforts could be enhanced by further consideration of the Agenda 2030 evaluability challenges and opportunities, and by structured reflection on lessons from recent MDG – related evaluation experience. Moreover, it is expected that in order to enable rigorous assessment of the UN development system's support and contributions to Agenda 2030, UN entities' evaluation functions will wish to reconsider their evaluation strategies, plans, approaches and methods.

10. In this regard, there is an absence of conceptualization, guidance and supporting analytical materials to steer evaluation's contribution to this complex agenda. While such materials cannot be expected to provide easy solutions, they may support optimal use of scarce evaluation resources and mitigate the risk of varying approaches, duplications and gaps in the global evaluative effort; and, help maximize evaluation's contribution to promoting accountability, exchange of best practices, and mutual learning for informed policy choices and effectiveness of the international development system.

11. **Purpose:** The international evaluation agenda for Agenda 2030 is vast, multi-faceted, complex and long term. This TOR aims to make a modest contribution to support UNEG members in their future evaluation and evaluation-support efforts to partners, by providing:

- I. An analysis of the evaluability challenges, opportunities and issues to consider in Agenda 2030, based on review of the evaluability literature, the 2030 Agenda documentation, stakeholder analysis, and on-going indicator development work;

² Events throughout the Year of Evaluation aim to connect the SDGs agenda with a Global Evaluation Agenda, through a global multi-stakeholder consultative process launched in 2014, e.g.: Rome-based agencies on SDG2. Other processes include those underway through the UNEG Human Rights & Gender Working Group; Strategic Objective 4 together with EVAL Partners; UNDP with IOCE through the forthcoming National Evaluation Capacity Development conference.

- II. A review of recent evaluation experiences and reports pertaining to MDG themes and/or selected country-level evaluations related to the MDGs.
 - III. Based on i. and ii. derive lessons to support UNEG's evaluative efforts in respect of Agenda 2030, and provide advice on what UNEG and its members should and might consider when a. developing future evaluation strategies, plans, approaches and methods; and, b. considering contributions to a shared global SDG evaluation agenda, including the potentials and risks of harmonized approaches.
12. The above analysis may also be expected to generate some reflections on the potential utility of evaluability assessments in such evaluations (e.g. links between evaluability assessment and evaluation quality/credibility).
- 13. Intended Use & Stakeholders:**
- The UNEG Evaluation Week will be held in Geneva, April 2016, with the major theme: 'Evaluation and the SDGs'. The materials resulting from this TOR would be shared ahead of the meeting, and presented at the meeting.
 - The direct stakeholders are the members of the UNEG SDG Working Group, and indirectly, UNEG's wider membership and partners.
- 14. Suggested Approach:**
- Desk review of the SDG dialogue, Agenda 2030 associated frameworks, indicators, monitoring and data assessments as regards evaluability (design, data, demand);
 - Review and summary of relevant evaluability literature;
 - Research and review of recent academic and related work considering SDG evaluability (e.g. ODI, CGD, IDRC);
 - Review of recent evaluations³ of relevant aspects of and contributions to, the MDG effort, including application of evaluability assessments, methods used, evaluation quality;
 - Limited round of stakeholder discussions on mandates, capacities, plans and partnerships (e.g. RBA/SDG2; Eval Partner members)
 - Analysis of the SDG evaluability issues emerging from the above, especially considered from the perspective of UN evaluation office mandates and UNEG's strategy in the light of the 2014 UN Resolution on Evaluation Capacity Development and Agenda 2030.
- 15. Deliverables:**
- I. A report of maximum 30 pages excluding annexes;
 - II. Associated presentation materials (PPT or similar suitable for web-based and direct seminar style)

³ Country case selection to be guided by country case studies of relevant global MDG related evaluations.

16. Timeline and key stages

Stage	Timeline	Main activities	Responsibility
1. Preparatory	Nov-Dec 2015	<ul style="list-style-type: none"> Finalise TOR Contract consultant/s Identify & collect relevant documents/reports Selection of relevant evaluations case studies 	SDG working group
2. Desk review	Dec 2015- Jan 2016	<ul style="list-style-type: none"> Prepare Inception Report (beginning of Jan) including analytical framework and methods, finalize universe of selected case studies; stakeholder analysis Task Team Feedback on Inception Report (mid-January) Review & analysis 	Consultant SDG working group/task team Consultant
3. Reporting	Feb-March 2015	<ul style="list-style-type: none"> Prepare zero draft report (mid Feb) Present draft to SDG working group (end Feb) Review/comment on draft report (mid Mar) Prepare final report, considering comments made (beginning of Apr) 	Consultant Consultant SDG working group Consultant
4. Dissemination	April 2016	<ul style="list-style-type: none"> Prepare presentation materials (mid Apr) Report format/publication Present at UNEG Evaluation Week (end Apr) 	Consultant Consultant UNEG Secretariat Consultant

17. Profile of the consultant/team should combine presence of:

- i. A senior consultant with experience of:
 - Leading and/or managing complex strategic evaluations in the UN development and humanitarian contexts;

- Strong understanding of the UN architecture, framing documentation and planning;
 - Familiarity with UN and international evaluation networks;
 - Expertise in evaluation strategy and methodology; and
 - Capacity for efficient bibliographical and document research.
- ii. A small reference group of experts may be engaged to provide peer review and exchange of ideas with the consultant.
18. **Budget:** The assignment is budgeted at \$30, 000 estimated. The consultant/team interested in applying for the assignment will develop their proposals according to this amount in first instance, in whatever combination of skillsets they prefer in order to deliver this TOR.

TABLE 1: PROPOSED EVALUATIONS FOR INCLUSION IN REVIEW ANALYSIS

TITLE	ELECTRONIC LINK TO REPORT	CONTACT POINT
Thematic Evaluation of Monitoring and Evaluation of the Millennium Development Goals (MDGs): Lessons Learned for the post-2015 Era	https://oios.un.org/page/download2/id/2	Ellen Vinkey (OIOS)
Review of Policies and Practices to Promote Gender-Responsive Evaluation		Shravanti Reddy (UN Women)
Monitoring GEEW and the empowerment of women and girls in the 2030 Agenda for Sustainable Development: Opportunities and Challenges		Shahra Razawi (UN Women)
World Bank Report on MDGs	http://ieg.worldbank.org/evaluations/rap2014	
Thematic Evaluation on MDGs	http://web.undp.org/evaluation/evaluations/thematic-evaluations.shtml	UNDP

UNEG TASK TEAM:

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 Shravanti Reddy, UN Women
 Wiebke Uhde, OCHA
 Krishna Belbase, UNICEF
 Andrea Cook, UNFPA
 Robert Stryk, UNRWA

Annex 2

Bibliography

Reference documents (RD) and consulted bibliography (Bibl)			
RD/Bibl	Title	Author	Date
Bibl	ADB's Support for Achieving the Millennium Development Goals	Asian Development Bank	May 2013
RD	Evaluation of EvalPartners The Global Movement to Strengthen National Evaluation Capacities	Attuned Research and Evaluation and Basi Consulting Group Inc. for EvalPartners	February 2015
RD	Contribution Analysis, http://betterevaluation.org/plan/approach/contribution_analysis	Better Evaluation	2016
RD	Qualitative Comparative Analysis, http://betterevaluation.org/evaluation-options/qualitative_comparative_analysis	Better Evaluation	2016
RD	Addressing complexity, at http://betterevaluation.org/blog/addressing_complexity	Better Evaluation	2016
RD	The Paris Declaration Evaluation - Process and Methods	Betts, J; Wood, B., in The Canadian Journal of Program Evaluation Vol. 27 No. 3 Pages 69–102	2013
RD	Our Common Future	Brundtland Commission	1987
Bibl	Qualitative Comparative Analysis: A Valuable Approach to Add to the Evaluator's Toolbox? Lessons from Recent Applications	Centre for Development Impact	January 2016
RD	Qualitative Impact Protocol (QUIP) Guidelines for field use	Centre for Development Studies, University of Bath	2016
Bibl	Concept note: Enhancing the evaluability of Sustainable Development Goal 2 (SDG2): "End hunger, achieve food security and improved nutrition and promote sustainable agriculture"	CGIAR, FAO, IFAD and WFP	Oct 2015
Bibl	What is QCA	Charles C. Ragin Department of Sociology and Department of Political Science University of Arizona	2008
Bibl	MDGs to SDGs: Have we lost the Plot?	Charles Kenny	May 2015

RD	Delivering as One country-led evaluations, Synthesis report	Charlotte Hjertröm	October 2011
RD	Centers for Learning on Evaluation and Results, at: http://www.theclearinitiative.org/Clear_about.html	CLEAR	2016
Bibl	Sustainability Indicator Checklist	Daniela Schroter, The Evaluation Center, Western Michigan University	2010
RD	The Evaluation of the Paris Declaration, Phase 2, final report	Danish Institute for International Studies.	May 2011
RD	Towards integration at last? The sustainable development goals as a network of targets	David Le Blanc, DESA Working Paper No. 141	March 2015
Bibl	Patterns and influences in the supply and demand of evaluation and monitoring in Uganda's public sector over the past two decades,	David Rider Smith	Aug 2013
Bibl	Outline structure for Terms of Reference for an Evaluability Assessment	DfID	2014
RD	Evaluation Policy and Strategy	ECLAC	April 2014
Bibl	E/RES/2015/15 - Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system	ECOSOC	September 2015
RD	ECOSOC Dialogue on the longer-term positioning of the UN development system in the context of the 2030 Agenda for Sustainable Development Second Phase, briefing session	ECOSOC	December 2015
RD	Evaluation Connections, February 2016	European Evaluation Association	February 2016
RD	Statements from the Initial Meeting on the Global Follow-up and Review Framework	European Union; G77 plus China; Japan	17 March 2016
RD	Global Evaluation Agenda 2016-2020. EvalAgenda 2020	EvalPartners	January 2016

Bibl	National evaluation policies for sustainable and equitable development. How to integrate gender equality and social equity in national evaluation policies and systems.	EvalPartners	2014
Bibl	Enhancing the evaluability of Sustainable Development Goal 2 (SDG2): "End hunger, achieve food security and improved nutrition and promote sustainable agriculture" - Technical seminar, concept note	Evaluation offices of CGIAR, FAO, IFAD and WFP	September 2015
RD	Enhancing the evaluability of Sustainable Development Goal 2 (SDG2): "End hunger, achieve food security and improved nutrition and promote sustainable agriculture" - Technical seminar, Rome, Italy, at: https://youtu.be/-JGd1r3cpY	Evaluation offices of CGIAR, FAO, IFAD and WFP	17-18 November 2015
RD	Enhancing the evaluability of Sustainable Development Goal 2 (SDG2): "End hunger, achieve food security and improved nutrition and promote sustainable agriculture", Technical Seminar Proceedings	Evaluation offices of CGIAR, FAO, IFAD and WFP	January 2016
Bibl	Enhancing the evaluability of Sustainable Development Goal 2 (SDG2): "End hunger, achieve food security and improved nutrition and promote sustainable agriculture", technical Seminar Theme Papers	Evaluation offices of CGIAR, FAO, IFAD and WFP	November 2015
RD	Charter for the FAO Office of Evaluation	FAO	Apr 2010
Bibl	Farmers' Major Group position	Farmers' Major Group	March 2014
RD	Informe final Evaluacion del Marco de Asistencia de las Naciones Unidas para el Desarrollo Honduras 2012-2016	Fernando Jambrina Rodriguez, UNCT, Panama	March 2015
Bibl	Delivering Together on the SDGs: Harnessing the SOPS, presentation for Geneva seminar	Gerry Daly, UN-DOCO	Jun 2015

RD	The GEF Monitoring and Evaluation Policy 2010	Global Environment Facility (GEF)	Nov 2010
Bibl	SDG Indicators and Data: Who collects? Who reports? Who benefits?	Global Policy Forum	Nov 2015
RD	Charter for the Evaluation and Internal Audit Office	ICAO	n.a.
Bibl	Conceptual Framework for Developing Evaluation Capacities. Building on Good Practice in Evaluation and Capacity Development, by Caroline Heider	IDEAS, IEG	2010
RD	External review of the Independent Evaluation Group of the World Bank Group - report to CODE from the Independent Panel	IEG/WBG	June 2015
Bibl	Results and Performance of the World Bank Group 2014, An independent Evaluation. Volume I- Main Report and Appendixes	IEG/WBG	Sep 2014
Bibl	World Bank Group Results and Performance The World Bank Group and the MDG	IEG/WBG	June 2015
RD	Results-based strategies 2011–15: Evaluation strategy – Strengthening the use of evaluations	ILO	Feb-11
Bibl	Annual report 2015, Deepening impact	Independent Evaluation Group (IEG)/World Bank Group	Oct 2015
Bibl	A World that Counts. Mobilising the Data Revolution for Sustainable Development	Independent Expert Advisory Group on a Data Revolution for Sustainable Development	Nov 2014
RD	Evaluation Manual	Independent Office of Evaluation of IFAD	2015
RD	Programme Evaluation Policy	International Atomic Energy Agency (IAEA)	Apr 2002
RD	Revised IFAD Evaluation Policy	International Fund for Agricultural Development (IFAD)	May-11
Bibl	Independent Evaluation of the ILO's Decent Work Country Programmes, strategies and actions in the Caribbean (2010–2015)	International Labour Organization – Evaluation Office	Oct 2013

Bibl	RBM tools: Evaluability Assessment, Quality and Appraisal Mechanisms (TC projects, DWCPs)	International Labour Organization – Evaluation Office	n.a.
RD	Guidance Note 11. Using the Evaluability Assessment Tool	International Labour Organization – Evaluation Unit	Dec 2011
RD	Guidance Note 12. Dimension of the Evaluability Instrument	International Labour Organization – Evaluation Unit	March 2012
RD	Guidance tool: Monitoring and Evaluation Plan Appraisal Tool	International Labour Organization – Evaluation Unit	July 2013
Bibl	All Evaluation Forms and Templates	International Labour Organization (ILO)	n.a.
Bibl	Annual Evaluation Report 2012–2013	International Labour Organization (ILO)	Sep 2013
RD	Monitoring and Evaluation - Appraisal tool for projects over US\$ five million	International Labour Organization (ILO)	March 2012
RD	EvalSDG. A Concept Paper	International Organization for Cooperation in Evaluation (IOCE)/ EvalPartners	n.a.
Bibl	IOM Evaluation Guidelines	International Organization for Migration (IOM)	Jan-06
RD	ITC Evaluation Policy	International Trade Centre (ITC)	June 2015
Bibl	Who Counts? The Power of Participatory Statistics (http://www.ids.ac.uk/publication/who-counts-the-power-of-participatory-statistics)	Jeremy Holland, Centre for Development Impact	May 2014
RD	JIU/REP/2014/6, Analysis of the evaluation function in the United Nations System	JIU	2014
RD	JIU/REP/2014/6, Analysis of the evaluation function in the United Nations System, Supplementary papers	JIU	2014
RD	Evaluation of the 2012-2016 UNDAF for Bangladesh	Joel Beasca and Salma Akhter, UNDAF Evaluation Team	December 2015
Bibl	Post-2015: Recharging Governance of United Nations Development	K. Helgason, Dr S. Weinlich, German Institute for Development	June 2015
RD	Mozambique Evaluation of UNDAF 2012-2016, Final Report	KPMG, UNDP	November 2015
Bibl	The New Global Goals Spell the End of Kinky Development	Lant Pritchett	Oct 2015

RD	Monitoring and Evaluation Policy and Strategy	MDG Achievement Fund	Oct-12
Bibl	Evaluability Assessment: A Primer	Michael S. Trevisan and Yi Min Huang, Washington State University, Pullman, Washington	2003
RD	Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement: Final Report – Main Report and Annexes	Mokoro Ltd	May 2015
RD	The Paris Declaration Evaluation - Project Completion Report, March 2012	Niels Dabelstein, Paris Declaration Secretariat	March 2012
Bibl	100 key research questions for the post-2015 development agenda, by Johan A. Oldekop et al.	ODI	2016
RD	Quality Standards for Development Evaluation	OECD Development Assistance Committee	2010
RD	Developing evaluation capacities at http://www.oecd.org/dac/evaluation/evaluatingcapacitydevelopment.htm	OECD Development Assistance Committee	2016
RD	Working Consensus on Evaluation Capacity Development	OECD Development Assistance Committee Network on Development Evaluation - Task Team on Capacity Development	n.a.
RD	Glossary of Key Terms in Evaluation and Results Based Management	OECD Development Assistance Committee Working Party on Aid Evaluation	2002
Bibl	Towards a Strategic Approach for Evaluation Capacity Development - Draft consultation paper	OECD/DAC	Nov 2010
RD	Policy Instruction Evaluations	Office for the Coordination of Humanitarian Affairs (OCHA)	Jun-12
RD	OIOS-IED General Assembly mandated Thematic Evaluation of Monitoring and Evaluation of the MDGs: Lessons Learned for the post-2015 Era	OIOS-IED	March 2015
Bibl	The unlikely journey to the 2030 Agenda for Sustainable Development, http://deliver2030.org/?p=6767	Olav Kjørven, UNICEF	February 2015

RD	Working Paper 426. Piecing together the MDG puzzle: domestic policy, government spending and performance, by Paola Lucci, Amina Khan and Chris Hoy	Overseas Development Institute (ODI)	Nov 2015
Bibl	When and how to develop an impact-oriented monitoring and evaluation system	Peersman, G., Rogers, P., Guijt, I., Hearn, S., Pasanen, T., and Buffardi, A.; A Methods Lab publication. London: Overseas Development Institute	2016
RD	Roadmap by the co-facilitators, Denmark and Belize, for the informal consultations on the Follow-up and Review of the 2030 Agenda at the global level	Permanent Representatives of Belize and Denmark to the UN in New York	24 March 2016
RD	Assessing Sustainable Development: Principles in Practice	Peter Hardi and Terrence Zdan eds, International Institute for Sustainable Development;	1996
RD	Letter from the President of the General Assembly on the Secretary-General Report	President of the UN General Assembly	3 March 2016
Bibl	Implementation of General Assembly Resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR): 2016	Report of the Secretary General, SGR 2016 – Advance Unedited Version	December 2015
RD	Criteria for assessing the evaluability of a Theory of Change	Rick Davies	April 2012
RD	An Evaluability Assessment checklist	Rick Davies	23 January 2015
Bibl	Planning and Implementing Evaluability Assessments	Rick Davies & Anna Henttinen	April 2014
RD	Planning Evaluability Assessments-A Synthesis of the literature with recommendations	Rick Davies, DfID Working paper n.40	Aug 2013
Bibl	Indicators and a Monitoring Framework for the Sustainable Development Goals	SDSN	June 2015
Bibl	Indicators of Sustainability, http://www.sustainablemeasures.com/indicators	Sustainable Measures	2010

Bibl	African Thought Leaders Forum on Evaluation for Development	The Bellagio centre	November 2012
RD	Concept Note, Fourth International Conference on National Evaluation Capacities , Bangkok, Thailand	The Royal Thai Government and the Independent Evaluation Office of UNDP	
Bibl	Who Framed Global Development? Language Analysis of the Sustainable Development Goals by Joe Brewer	The Rules	June 2015
Bibl	Trade Union reaction to Transforming our world: the 2030 Agenda for Sustainable Development	Trade Union Development Cooperation Network (TUDCN)	2015
RD	Revised Evaluation Policy of UNICEF	UN Children's Fund	Apr 2013
RD	Evaluation Policy	UN Conference on Trade and Development (UNCTAD)	Dec-11
RD	Mainstreaming the 2030 Agenda for Sustainable Development. Interim Reference Guide to UN Country Teams	UN Development Group	Oct 2015
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RD	Evaluation Policy	UN Economic and Social Commission for Western Asia	Jul 2014
RD	E/CN.3/2016/2/Rev.1 - Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators	UN Economic and Social Council	February 2016
Bibl	Thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era	UN Economic and Social Council	March 2015
RD	Results-Based Management, Policy Note	UN Economic Commission for Africa	Feb 2012
RD	Evaluation Policy	UN Economic Commission for Europe	Oct 2010
Bibl	E/2014/61 Addressing ongoing and emerging challenges for meeting the Millennium development Goals in 2015 and for sustaining gains in the future	UN ECOSOC	Apr 2014

RD	UNESCO Evaluation Policy	UN Educational, Scientific and Cultural Organization (UNESCO)	Feb-15
RD	UNIFEM Strategic Plan 2008-2011 Evaluability Assessment	UN Entity for Gender Equality and the Empowerment of Women (UN Women)	March 2011
RD	Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women	UN Entity for Gender Equality and the Empowerment of Women (UNIFEM)	Oct 2012
RD	Evaluation Policy	UN Environment Programme (UNEP)	Sep-09
Bibl	The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet	UN General Assembly	Dec 2014
RD	UNHCR's evaluation policy	UN High Commissioner for Refugees	Aug 2010
RD	UNODC Evaluation Policy	UN Office on Drugs and Crime	2015
RD	Evaluation Policy	UN Population Fund	Mar-09
RD	The United Nations Regional Commissions and the Post-2015 Development Agenda. Moving to deliver on a transformative and ambitious agenda	UN Regional Commissions	2015
Bibl	Medium Term Strategy (MTS) Mid-Term Evaluation	UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Jan 2013
RD	Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation	UN Secretariat	Apr-00
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Bibl	TST – Selected Follow-up and Review Processes and Platforms	UN Technical Support Team	May 2015
RD	Kazakhstan UNDAF (2010-2015) Final Evaluation Report	UNCT, Kazakhstan	December 2015
RD	Evaluation Policy	UNDESA	Aug 2012
RD	MAPS: Mainstreaming, Acceleration and Policy Support for the 2030 Agenda, UNDG Concept Note	UNDG	October 2015
RD	Standard Operating Procedures for Countries adopting the "Delivering as One approach	UNDG	2014

RD	Proceedings from the International Conference on National Evaluation Capacities 15-17 December 2009, Casablanca, Kingdom of Morocco	UNDP	2011
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RD	Solutions related to Challenges of Independence, Credibility and Use of Evaluation, Proceedings from the Third International Conference on National Evaluation Capacities, 30 September – 2 October 2013, Sao Paulo, Brazil	UNDP	June 2014
RD	Helen Clark: Speech on Sustainable Development Goal Implementation – the UN Development System and UNDP's Roles at: http://www.undp.org/content/undp/en/home/presscenter/speeches/2016/01/18/sustainable-development-goal-implementation-the-un-development-system-and-undp-s-roles.html	UNDP	January 2016
RD	Towards a Baseline Study: Insights on National Evaluation Capacities in 43 Countries	UNDP Independent Evaluation Office	Dec 2015
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RD	Marco Segone, UNEG Chair, Speaks About a UNEG Fit for the Post-2015 Agenda, https://www.youtube.com/embed/7erKmkAbodg	UNEG	April 2015

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RD	UNEG Study on the Evaluability of the UN Development Assistance Framework	UNEG	December 2006
RD	Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management	UNEG	2013
RD	Integrating Human Rights and Gender Equality in Evaluation –Towards UNEG Guidance	UNEG	2011
RD	Integrating Human Rights and Gender Equality in Evaluation	UNEG	2014
RD	UNEG Handbook for Conducting Evaluations of Normative Work in the UN System	UNEG	2014
RD	Resource Pack on Joint Evaluations	UNEG	2014
RD	Formative Evaluation of the UNEP Medium-term Strategy 2014-2017	UNEP Evaluation Office	August 2015
RD	Formative Evaluation of UNEP's Programme of Work 2010-2011	UNEP Evaluation Office	July 2011
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Bibl	A/67/L.48/rev.1 - Open Working Group of the UNGA on SDGs	UNGA	January 2013
Bibl	A/70/16, Report of the Committee for Programme and Coordination, Fifty-fifth session, (1-26 June 2015)	UNGA	2015
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RD	UN-HABITAT Evaluation Policy	UN-HABITAT	Jan 2013
RD	A review of UNHCR's engagement with the 'Delivering as One' (DaO) Initiative	UNHCR Policy Development and Evaluation Service (PDES)	May 2015
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Bibl	Bridging the gap. The role of monitoring and evaluation in evidence-based policy making	UNICEF	Jan 2008
Bibl	Country-led monitoring and evaluation systems. Better evidence, better policies, better development results	UNICEF	2009
Bibl	Evaluation for equitable development results	UNICEF	2012
RD	UNICEF Strategic Plan 2014-2017 Evaluability Assessment. Final Report	UNICEF	July 2015
Bibl	Voluntary Organizations for Professional Evaluation (VOPEs). Learning from Africa, Americas, Asia, Australasia, Europe and Middle East	UNICEF	2013
RD	EvalNews, issue 62	UNICEF Evaluation Office	September 2015
Bibl	Evaluation and Civil Society. Stakeholders' perspectives on National Evaluation Capacity Development	UNICEF, EvalPartners, IOCE	n.a.
RD	Independent Thematic Evaluation - UNIDO's Contribution to the Millennium Development Goals	UNIDO Evaluation Unit	2012

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RD	Independent Evaluation of Delivering As One	United Nations	Sep 2012
RD	Transforming Our World; the 2030 Agenda for Sustainable Development	United Nations	Sep 2015
RD	Evaluation of the role of UNDP in supporting national achievement of the Millennium Development Goals	United Nations Development Programme (UNDP)	May 2015
Bibl	Evaluation of the role of UNDP in supporting national achievement of the Millennium Development Goals, power point	United Nations Development Programme (UNDP)	June 2015
Bibl	Evaluation of the UNDP Strategic Plan 2008–2013	United Nations Development Programme (UNDP)	May 2013
RD	Global and Thematic Evaluation of the Millennium Development Goals Achievement Fund-Final Evaluation Report	United Nations Development Programme (UNDP)	Sep 2014
Bibl	A New Era for Sustainable Development & International Year of Evaluation. Evaluation Changes Lives	United Nations Evaluation Group (UNEG)	Sep 2015
RD	A UNEG fit for post-2015 by Marco Segone	United Nations Evaluation Group (UNEG)	n.a.
RD	The evaluation policy of UNDP	United Nations Population Fund (UNDP)	Feb-11
RD	A/70/684-Report of the Secretary-General on critical milestones towards coherent, efficient and inclusive follow-up and review at the global level	United Nations Secretariat	Jan 2016
Bibl	Preparations of the Secretary-General Report on Follow-Up and Review Synthesis of Member States' Comments	United Nations Secretariat	Nov 2015
Bibl	Preparations of the Secretary-General Report on Follow-Up and Review Synthesis of Stakeholders' Comments	United Nations Secretariat	Nov 2015
Bibl	Questionnaire Critical milestones	United Nations Secretariat	November 2015

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RD	Guidance note 4 - carrying out an evaluability assessment	UN-Women	December 2009
Bibl	No one left behind. Evaluating SDGs with an equity-focused and gender responsive lens, by Marco Segone & Kabir Hashim	UN-Women	January 2016
Bibl	Conducting an evaluability assessment for USAID evaluations	USAID	2015
RD	Evaluation Quality Assurance System, five guidance documents	WFP Evaluation Office	2015
RD	Evaluation Policy (2016–2021)	World Food Programme (WFP)	Nov 2013
RD	WHO reform-Draft formal evaluation policy	World Health Organization (WHO)	May 2012
RD	Revised WIPO Evaluation Policy	World Intellectual Property Organization (WIPO)	May 2010
RD	WMO Monitoring and Evaluation System	World Meteorological Organization (WMO)	April 2012
Bibl	A Bibliography on Evaluability Assessment	Zotero	2013

Annex 3

List of people interviewed

Interviewees and contributors to the Review of the SDGs evaluability for UNEG SO3-SDG Working Group					
Title	Name	Surname	Role/Department	Organization	
Mr	Edgar	Dante	Programme Officer, Evaluation Unit, Strategy and Programme Management Division; Peer Review Panel member	ESCAP	
Ms	Dorothy	Lucks	Co-chair, Executive Director	EvalSDGs; SDF Global Pty Ltd	
Ms	Federica	Bottamedi	Evaluation analyst, Office of Evaluation	FAO	
Ms	Marta	Bruno	Evaluation officer, Office of Evaluation	FAO	
Ms	Caroline	Heider	Director General, Independent Evaluation Group	IEG, the World Bank	
Mr	Peter	Wichmand	Senior evaluation officer, Evaluation Office	ILO	
Mr	Michael	Bamberger	Peer Review Panel member	Independent consultant	
Mr	Rick	Davies	Peer Review Panel member	Independent consultant	
Ms	Margareta	De Goys	Peer Review Panel member	Independent consultant	
Ms	Paola	Simonetti	Coordinator for Development Cooperation	International Trade Union Confederation	
Mr	Ziad	Moussa	Co-chair	IOCE/EvalPartners	
Ms	Sukai	Prom-Jackson	Inspector	JIU	
Mr	Green	Scott	Coordinator, Independent System-Wide Evaluation Secretariat	JIU/ISWE	
Ms	Barbora	Farkasova	Evaluation officer, Independent Evaluation Division	OIOS	
Mr	Ellen	Vinkey	Senior Evaluator, Independent Evaluation Division	OIOS	
Mr	Guo Yee	Woo	Director, Independent Evaluation Division	OIOS	
Mr	Nurul	Alam	Permanent Observer (Ambassador) to the United Nations	Partners in Population and Development (PPD)	
Ms	Kit	Clausen	Counsellor, Economic and Social Affairs	Permanent Mission of Denmark to the United Nations in New York	
Mr	Daniel	Fleto	Second Secretary	Permanent Mission of Denmark to the United Nations in New York	
Ms	Geeta	Batra	Chief Evaluation Officer and Deputy Director, Independent Evaluation Office	the GEF	
Mr	Juha	Uitto	Director, Independent Evaluation Office	the GEF	
Ms	Moa	Herrgard	Deputy Organising Partner	UN Major Group for Children & Youth	
Ms	Janet	Wieser	Chief, Programme Evaluation and Communications Research	UN Secretariat, Department of Public Information	
Ms	Shravanti	Reddy	Evaluation officer, Independent Evaluation Office	UN Women	
Ms	Florencia	Tateossian	Evaluation officer, Independent Evaluation Office	UN Women	
Mr	Marco	Segone	Director, Independent Evaluation Office; UNEG Chair	UN Women/UNEG	
Mr	Andrew	Fyfe	Director, Evaluation office	UNCDF	
Mr	Kristinn	Helgason	Deputy Chief, Development Cooperation Policy Branch	UN-DESA	
Mr	Gerald	Daly	Team Leader, Programme and Business Operations	UN-DOCO	
Ms	Ana Rosa	Monteiro Soares	Evaluation Advisor , Independent Evaluation Office	UNDP	
Mr	Indran	Naidoo	Director, Independent Evaluation Office; UNEG Vice-Chair; Peer Review Panel member	UNDP/UNEG	
Ms	Deborah	Rugg	Former Head/Director	UNEG/OIOS	
Mr	Michael	Spilsbury	Director, Evaluation Office	UNEP	
Ms	Susanne	Frueh	Director, Internal Oversight Service	UNESCO	
Mr	Geoff	Geurts	Principal Evaluation Specialist, Evaluation Section	UNESCO	
Ms	Alexandra	Chambel	Evaluation officer, Evaluation Office	UNFPA	
Ms	Andrea	Cook	Director, Evaluation Office	UNFPA	
Mr	Krishna	Belbase	Senior evaluation officer, Evaluation Office	UNICEF	
Mr	Colin	Kirk	Director, Evaluation Office; UNEG Vice-Chair	UNICEF	
Mr	Robert	Stryk	Chief, Evaluation Division; UNEG Vice-Chair	UNRWA	
Ms	Anne-Claire	Luzot	Senior Evaluation Officer, Office of Evaluation	WFP	
Ms	Helen	Wedgwood	Director, Office of Evaluation; UNEG Vice-Chair	WFP/UNEG	
Ms	Luisa	Volpe	Secretary	World Farmers Organization (WFO)	

Annex 4

Evaluability Assessments by UNEG and its Members

FEATURES OF EVALUABILITY ASSESSMENTS/EVALUATIONS BY UNEG AND UNEG MEMBERS, OF STRATEGIC PLANS AND FRAMEWORKS							
Heading*/ Commissioning entity	UNEG 2006	UNEG 2008	UNIFEM Evaluation Office, 2011	UNEP Evaluation Office, 2011	UNICEF Evaluation Office, 2015	UNEP Evaluation Office, 2015	
Title	UNEG Study on the Evaluability of the UN Development Assistance Framework	Evaluability Assessments of the Programme Country Pilots Delivering as One UN	UNIFEM Strategic Plan 2008-2011, Evaluability Assessment	Formative Evaluation of UNEP's Programme of Work 2010-2011	UNICEF Strategic Plan, 2014-2017 Evaluability Assessment	Formative Evaluation of the UNEP Medium-term Strategy 2014-2017- A review of UNEP programming processes and documents	Evaluability Assessment of WFP's Strategic Plan 2014-2017
Timing	Second year of implementation of the revised UNDG guidelines	First year of implementation of the Pilots.	Planned mid-term; became final due to the merging of UNIFEM into UN-Women.	Second year of the Programme of Work	First year of implementation of the SP.	First year of implementation of the SP.	Third year of implementation of the SP.

Purpose	<p>This study is expected to provide inputs into the updating of the UNDAF M&E guidance, currently being prepared by UNDG led Working Group on Programming Policy. It is also meant to yield benefits for the on-going process of conducting joint country-level evaluations and to provide inputs to refine the scope of the next round of UNDAF evaluations that will be commissioned by the relevant UNCTs.</p>	<p>The EAs respond to the need of the HLCP and the CEB for information and analysis; they provide provisional evaluative feedback to the governments of pilot countries and the UN Country Teams (UNCTs), including global and regional support mechanisms coordinated by the United Nations Development Group Office (UNDGO) (which was recently renamed the United Nations Development Operations Coordination Office [UNDOCO]); and they define the basic parameters by which any future evaluation, whether commissioned by the General Assembly or the CEB, can fully assess the processes and outcomes of the DaO pilots in 2009-2010</p>	<p>Originally, a qualitative analysis of [the Strategic Plan's] basic parameters to ascertain whether a meaningful evaluation of [the Strategic Plan] is feasible and will provide useful information at a later stage both in terms of the results of the plan, as well as the processes that lead to these result. The re-oriented exercise became a qualitative analysis of the [Strategic Plan's] basic parameters and its monitoring and reporting systems. A formative and forward looking exercise aimed at capturing best practices, challenges and lessons learned from the UNIFEM Strategic Plan experience to date for reflection and learning.</p>	<p>This formative evaluation is intended to provide Senior Management (including staff from the Quality Assurance Section) with feedback on the design and delivery of the PoW. Through an analysis of the development processes of the PoW and the causal relationships embedded in UNEP planning documents, the evaluation will seek to understand whether projects are optimally linked to higher level results.</p>	<p>To determine the extent to which progress towards the objectives set out in the Strategic Plan can be readily and reliably measured, monitored and evaluated.</p>	<p>The evaluation objective of this Formative Evaluation is to assess the appropriateness of the design of the MTS and its associated planning documents in time to inform the next MTS and PoW planning cycle.</p>	<p>This EA of the current Strategic Plan will advise on what should be done differently in the design of the new SP (already in development) and what are the necessary changes to accompanying performance architecture to make that new SP more evaluable by the end of its life. It will also assist in deciding on the most suitable approach to evaluating achievements of the current Strategic Plan 014-2017.</p>
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Scope	<p>The study focuses on the 35 UNDAF documents (listed at Annex 1) completed in 2004 and 2005, where it can be expected that the revised Guidelines would have affected the approach adopted both to programme design and monitoring and evaluation and hence their evaluability</p>	<p>Eight DaO pilots</p>	<p>The scope of work was strongly grounded in understanding the experience of the Strategic Plan and its systems at sub-regional and country levels, with a requirement for two field studies at sub-regional and two at country level.</p>	<p>The scope of the evaluation includes analysis of selected programme frameworks included in the PoW for UNEP in 2010-2011.</p>	<p>UNICEF Strategic Plan, 2014-2017, the detailed Revised Supplementary Programme Note on the Theory of Change for the UNICEF Strategic Plan, 2014-2017, the final results framework of the UNICEF Strategic Plan, 2014-2017 and the UNICEF integrated budget, 2014-2017.</p>	<p>The Scope of the evaluation encompasses both the development process and the substance of the UNEP Medium Term Strategy (MTS) 2014-2017, and includes the Programmes of Work (PoWs) for 2014-2015 and 2016-2017, the Programme Framework (PF) documents for each Subprogramme, their associated project concepts and approved Project Documents (ProDocs).</p>	<p>WFP Strategic Plan 2014-2017, the Strategic Results Framework (SRF) 2014-2017¹¹ and (ii) the Management Results Framework (MRF).</p>
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Objectives	<p>Assess: a) clarity of intent of the subject to be evaluated (relevance and design of the expected outcome statements and results matrices); b) the existence of sufficient measurable indicators (collection of reliable data for analysis); c) quality of joint monitoring systems; and d) external factors (positive or negative) that have influenced the process and the realization of expected outcomes.</p>	<p>At the global and systemic level, there is an increasing awareness that the DaO pilots need to be assessed against the background of the General Assembly resolutions related to the TCPRs of 2001, 2004 and 2007. These resolutions reflect the intergovernmental consensus concerning relevance and coherence of the UN development system at the country level. This is methodologically important, as the DaO pilots referenced key recommendations of the Secretary-General's High-level Panel on System-wide Coherence presented in a report on 9 November 2006.²⁶ It is important to note that the High-level Panel report did not reflect an intergovernmental consensus but only presented a vision that gave new impetus to the debate. This situation poses particular challenges for identifying</p>	<p>To assess the Strategic Plan's theory of change and its results frameworks and identify strengths, weaknesses, challenges and lessons learned in regards to formulation of results and indicators and provide recommendations for strengthening it; To assess the utility of the Strategic Plan as a guiding framework for the development of thematic, regional, sub-regional, country strategies and programmes and provide recommendations for enhanced utility; To assess the data collection and information systems for tracking Strategic Plan results in terms of their relevance, effectiveness and coherence and the ability to aggregate results from country to corporate level and over time and provide</p>	<p>The evaluation aims to highlight lessons from the PoW preparation process, the design of the PoW itself, and the associated implementation processes with the aim of improving future PoW/MTS programming</p>	<p>Objective 1: Assess the relevance, clarity, and coherence of the Strategic Plan's design, including the integrity of the causal chain linking inputs and activities with expected outputs, outcomes and impact. Objective 2: Assess the adequacy and validity of the indicators, tools and systems for monitoring, measuring and verifying results; and of systems and tools to assess the adequacy and quality of data to be used in monitoring, measuring and evaluating results, including any</p>	<p>The evaluation is intended to provide findings, lessons learned and recommendations in the first biennium of the 2014-17 MTS, based on an analysis of the quality, coherence and causal relationships specified across UNEP's planning documents. It is intended to support decision-making by UNEP member states and Senior Management regarding future UNEP strategic planning processes. It also provides findings and recommendations to improve the project development process and the quality of ProDocs.</p>	<p>All WFP evaluations have both accountability and learning objectives; and so does this evaluability assessment. In the short term, it aims to enhance learning by: a) Providing analysis and lessons which Management can use to improve design of the next Strategic Plan and the accompanying performance management architecture and systems, especially in the light of the SDG's;</p> <p>b) Providing a solid basis for the Director of Evaluation to</p>
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		adequate benchmarks for the evaluation. It would be inappropriate, for example, to consider the 'four Ones' as clear benchmarks, all the more because it has become apparent during the informal consultations held in the General Assembly in 2007 that these concepts are by no means undisputed. ²⁷ It is therefore more appropriate to refer to the TCPR resolutions of 2001 and 2004 as benchmarks for the evaluation.	recommendation on how they can be improved; • To assess the extent to which the results and indicators in the Strategic Plan and its results frameworks contribute to enhanced monitoring, reporting and learning about UN system-wide coordination and accountability for results on GEWE, particularly at the country level and through MRF Output 2, and provide recommendations on how to strengthen this aspect; To assess the Strategic Plan and its results frameworks in terms of how it enhances and clarifies linkages between normative and operational areas of work and provide recommendations on how to improve this aspect; To assess the extent to which the Strategic Plan would allow for meaningful final evaluation that would provide useful		significant gaps in coverage. Objective 3: Assess data and systems to determine the degree to which human and financial resources can be evaluated against the expected results. Objective 4: Provide guidance on approaches to the evaluations of the Strategic Plan with a view to enhancing its utility. Objective 5: Provide evidence and recommendations to guide any enhancements that may be required regarding the design of the Strategic Plan.		make an informed plan for evaluating WFP's performance against its current Strategic Plan – and future, to the extent possible. In the longer term, this will also serve accountability objectives by assuring WFP's Governing Body and Management that more robust evaluation of WFP's performance and progress in achieving its Strategic Objectives at the end of the next Strategic Plan period will be possible – currently
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			<p>information in terms of the achievement of results or lack thereof, as well as the processes that have led to the achievement/ non-achievement of results and to provide recommendations on how to strengthen the Strategic Plan's evaluability; • To assess how learning to date on the Strategic Plan and its results frameworks, data collection and information systems can contribute to future UN Women strategic planning processes and provide recommendations to this effect.</p>				<p>under preparation for the period 2017-202110</p>
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Evaluation criteria	<p>Purpose of the Evaluation; Clarity of intent of the subject to be evaluated (relevance and design of the expected outcome statements and results matrices; Existence of sufficient measurable indicators and collection of reliable data for analysis; Quality of joint monitoring systems; External factors (positive or negative) that have influenced the process and the realization of expected outcomes.</p>	<p>An evaluability assessment describes and analyses the parameters that will make it possible to fully evaluate at a later stage both the results of the DaO pilot initiatives and the processes that led to the results. The parameters include the following: a) quality of the design for the achievement of results, that is, the existence of clear objectives and indicators to measure results at a later stage; b) initial appraisal of processes for the optimal involvement of relevant national and international stakeholders (including the governments of recipient countries, civil society, the private sector, UN organizations and external aid agencies); c) existence of adequate sources of information to assess the required processes and achievement of results and indicators; and d) national</p>	<p>Technical robustness: How do the Strategic Plan and its results frameworks function as instruments for strategic planning? Accompanying systems: What are their roles in supporting Strategic Plan delivery? The experience of implementation: What has been the reality of taking up and using the Strategic Plan and its systems? The UNIFEM mandate: How has the Strategic Plan supported the delivery of UNIFEM's remit around normative / operational activity plus the UN coordination processes? The information base: To what extent has the Strategic Plan delivered an information base to support any later evaluation?</p>	<p>1. To what extent are the UNEP PoW activities and outputs appropriately linked to the specified strategic performance targets?</p> <p>2. Are Expected Accomplishments well formulated and realistic and are their performance indicators and means of measurement appropriate and sufficient?</p> <p>3. What is the quality of the project design? Are Activities, Outputs, Outcomes and Impacts properly defined?</p>	<p>Relevance and clarity: Are the Theory of Change components clearly relevant to the needs of the target group, as identified by any form of situation analysis, baseline study or other evidence and argument? Is the intended beneficiary group clearly identified? Are the elements of the Theory of Change clearly identified and are the proposed steps towards achieving these clearly defined? Plausibility and testability: Is there a continuous causal chain connecting</p>	<p>The evaluation is mainly concerned with the relevance and internal coherence of UNEP's strategic and planning documents from the highest level (MTS) down to the lowest (ProDocs) for the period 2014-2017. It also addresses the effectiveness of the internal development processes of these documents.</p>	<p>The evaluability assessment will generate:</p> <ul style="list-style-type: none"> - an assessment of the clarity, relevance and coherence of the design of the Strategic Plan 2014-2017, including the integrity of the causal chain linking inputs and activities with expected outcomes and Strategic Objectives; - identification of the major challenges, risks and opportunities to evaluation of the Strategic Plan 2014-2017 and implications for the next Strategic Plan,
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		ownership and leadership in the evaluation process, that is, the identification of independent and credible evaluators in pilot countries who can be involved in the evaluation of process and results of the DaO pilots at a later stage.		<p>4. What are the weaknesses and strengths of the current work programming approach?</p> <p>5. How can work programming processes be streamlined and results-based management further fostered?</p>	<p>outputs and outcomes to the final impact of concern? Is it possible to identify which linkages in the causal chain will be most critical to the success of the strategy, and thus the focus of evaluation questions? Context: Have assumptions about the roles of other actors outside of UNICEF been made explicit (both enablers and constrainers)? Are there plausible plans to monitor these in any practicable way?</p>		<p>especially in the light of the new Sustainable Development Goals; - an assessment of the adequacy and validity of the indicators, tools and current systems for measuring results of the Strategic Plan 2014-2017 and of the adequacy, availability and quality of data to be used; - an assessment of the extent to which the allocation of human and financial resources can be traced to specific outcomes and corresponding Strategic Objectives; - recommendations on</p>
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							improvements to be made to the design of the next Strategic Plan and results frameworks and reporting systems in order to make it evaluable; and - suggestions on appropriate approaches to the evaluation of the Strategic Plan 2014-2017, identifying what type and level of evaluation will be possible and most useful at the end of the Plan period.
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<p>Approach and methods</p>	<p>Under the four broad questions identified in the ToRs, the UNEG Norms and Standards were used to develop a set of more detailed questions. Selection of relevant UNEG Standards was also influenced by review of a number of documents. Selection of these questions also revealed that it would not be possible to interpret the evidence based on the purely technical aspects of the results framework, without making assumptions on what the purpose of the evaluation would be. Therefore a fifth group of questions was included that focused on the purpose of the evaluation. Additional was collected through telephone interviews with 6 selected UNCTs5 and from the questionnaire completed in mid-2006 by 65 of the possible 80 UNCTs on the effectiveness of the guidelines. The evidence</p>	<p>The independence and credibility of the DaO evaluation was ensured by strict adherence to UNEG Norms and Standards. This requirement was observed to the greatest possible extent during the evaluability assessment. The exercise seeks to support pilot countries in evaluating their experiences and sharing lessons learned. The overall evaluation will provide accountability for processes and support intergovernmental and inter-agency decision making related to the reform of the UN system in view of making it more relevant, coherent and efficient for Member States. The evaluation process seeks to be highly consultative with national governments, governing bodies of the UN system and senior management of UN organizations and to regularly provide information to decision</p>	<p>The re-oriented study had more in common with an evaluation of a strategy, in its focus on systems, its emphasis on the information needs of evaluation users and its intended relevance to decision-makers. A broad mix of methods, was adopted, including comprehensive documentary analysis and interviews, review of the online tracking systems, two field trips and a validation visit. Sampling and analytical frameworks were developed for data gathering / analysis, including the field trips, and were shared with Evaluation Unit and the study's cross-institutional Reference Group. There was a strong focus on the eventual users of the study.</p>	<p>The evaluation was conducted as a desk study focusing on the processes and content of project/programme design and reporting on the Programme of Work for 2010-2011. Interviews were conducted of subprogramme coordinators, managing divisions, strategic/programme planners and senior management of the organization. Based on the review of the programme/project documents, Theory of Change (TOC) analyses of the various projects were undertaken to</p>	<p>The evaluability assessment was a focused exercise. Time and budgetary constraints forced trade-offs between depth and breadth of coverage. For example, it was not feasible to conduct a detailed examination of every output indicator contained in the updated results framework. In addition, the evaluability assessment did not set out to examine or make comparisons with the strategic plans of other agencies. Interviews were not sought with members of the Executive</p>	<p>The evaluation was delayed because PFs were not formally approved until September 2014 and, even though the EO assessed the quality of the draft PFs in May-June 2014, their final assessment could only take place after such approval. The large number of project documents prohibited the assessment of the causal linkages of ALL approved projects to the UNEP results framework. A sampling approach was adopted.</p>	<p>Interrogations into the context and demand for evaluation represent a snapshot in time. Presented views may not be accurate or valid in one-year, especially if there are shifts in organizational priorities or global context based on the design of the next Strategic Plan or emerging thinking on the SDGs.</p> <p>Many aspects of WFP's performance management architecture were under change during the evaluability</p>
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	<p>and findings were then triangulated against that found in other reviews of UNDAF performance</p>	<p>makers based on emerging evaluative evidence. Each of the pilot initiatives needs to be considered first and foremost in its national context. Global benchmarks are those traced in the TCPR resolutions of 2001 and 2004, with consideration of the new intergovernmental guidance in the TCPR resolution of 2007. An attempt was made to detect common threads both in terms of merits and challenges that may be useful in the broader debate of UN reform, especially regarding the role and contribution of the UN system to the countries concerned and the rationalization of its country presence. The evaluability of UNDOGO/UNDOCO support is also given some attention. The evaluability assessments used several methods. Information from sources was validated and crosschecked to the greatest extent possible. During country visits, key</p>		<p>determine the causal pathways of the individual projects and the likely contribution of these projects to Programme of Work Outputs (PoW outputs) and the Expected Accomplishments and whether the interventions utilize common actors, are mutually reinforcing and converge/synergize with one another to deliver against the EA. The evaluation also undertook an assessment of the Expected Accomplishment result statements, their indicators of achievement, units of measure, baselines and targets to assess</p>	<p>Board. The evaluability assessment's utility depended in part on its timely implementation, to allow adjustments to be made in the Strategic Plan. The evaluability assessment thus focused on the Headquarters level, with coverage of all regional offices via two site visits and phone/Skype interviews and coverage of a sample of country offices via phone/Skype interviews. As a result, the evaluability assessment offers a snapshot of experiences translating the Strategic Plan to the country level to date,</p>		<p>assessment. This means that the assessment has examined some systems before they have started or are fully operational, and made assumptions about when and in what form they will be operational at the time of an evaluation of the Strategic Plan. This evaluability assessment was constrained by time, which is reflected in the methodology that focuses on specific data points and sampling of data, rather than analysing all possible data. Trade-offs were</p>
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		documents were systematically consulted and analysed. The UNEG missions conducted individual, and in some cases, group interviews with a number of national and external stakeholders, such as senior representatives from central and line ministries, civil society, donors (both those involved in the DaO and those that are not), the RC and members of the UNCT. An attempt was made to capture the views of non-resident agencies through mini-surveys and telephone interviews. At the start of each mission, briefing sessions were organized with the RC, the UNCT and national stakeholders. At the end of each mission, preliminary findings and conclusions were shared with the same constituencies. Draft reports were circulated with these stakeholders for validation and feedback.		their quality and validity	but could not cover the breadth of that experience (e.g. across differing country contexts) or depth (e.g. through attending country office planning meetings or observing a country office complete the SMQs).		made in the methodology that emphasized depth of coverage over breadth.
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Limitations	Not defined	Not defined	<p>The design of the sampling frame for SRO and CO selection, which was constrained by competing demands around information availability and feasibility of visits; data constraints around programme documents in particular - much effort was required to identify and source relevant information (plus documentation from programmes designed after the 2008 Strategic Plan was limited) and finally, the limited scope for exploration of the external context, due to the state of flux in the institutional context – consequently external perspectives on UNIFEM’s Strategic Plan were gleaned mostly from secondary documented sources from interviews during field visits.</p>	<p>The formative evaluation is mainly a desk based exercise. Interviews were conducted with QAS staff and Sub-programme Coordinators and preliminary findings were presented to the UNEP Senior Management Team for comments. The understanding of underlying processes leading to the findings of the evaluation derived from the documentary review would have benefitted from interviews with a broader spectrum of UNEP staff, Divisional and Regional Office management staff in particular, but</p>	<p>The evaluability assessment was a focused exercise. Time and budgetary constraints forced trade-offs between depth and breadth of coverage. For example, it was not feasible to conduct a detailed examination of every output indicator contained in the updated results framework. In addition, the evaluability assessment did not set out to examine or make comparisons with the strategic plans of other agencies. Interviews were not sought with members of the Executive</p>	<p>The evaluation was delayed because PFs were not formally approved until September 2014 and, even though the EO assessed the quality of the draft PFs in May-June 2014, their final assessment could only take place after such approval. The large number of project documents prohibited the assessment of the causal linkages of ALL approved projects to the UNEP results framework. A sampling approach</p>	<p>Interrogations into the context and demand for evaluation represent a snapshot in time. Presented views may not be accurate or valid in one-year, especially if there are shifts in organizational priorities or global context based on the design of the next Strategic Plan or emerging thinking on the SDGs. Many aspects of WFP’s performance management architecture were under change during the evaluability assessment.</p>
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				time and resource constraints did not allow these interviews to be conducted in any formal way.	Board. The evaluability assessment's utility depended in part on its timely implementation, to allow adjustments to be made in the Strategic Plan. The evaluability assessment thus focused on the Headquarters level, with coverage of all regional offices via two site visits and phone/Skype interviews and coverage of a sample of country offices via phone/Skype interviews. As a result, the evaluability assessment offers a snapshot of experiences translating the Strategic Plan to the country level to date,		This means that the assessment has examined some systems before they have started or are fully operational, and made assumptions about when and in what form they will be operational at the time of an evaluation of the Strategic Plan. This evaluability assessment was constrained by time, which is reflected in the methodology that focuses on specific data points and sampling of data, rather than analysing all possible data. Trade-offs were made in the
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					but could not cover the breadth of that experience (e.g. across differing country contexts) or depth (e.g. through attending country office planning meetings or observing a country office complete the SMQs)		methodology that emphasized depth of coverage over breadth.
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Management Response or evidence of use	Not applicable	<p>The Synthesis of the DaO CLE made several references to the EA. The Independent evaluation of the DaO stated: UNEG's evaluability assessments thus contain useful methodological information for any future evaluation of the pilot experiences, including the independent evaluation of lessons learned requested by the General Assembly. The evaluability assessment studies also contained some evaluative feedback especially on key process indicators reflecting the situation in mid-2008, that is, in most cases one and a half years after the DaO approaches had been initiated. They therefore represent useful additional information on the evolution of the DaO initiatives in the pilot countries.</p>	Not available	<p>The Formative Evaluation has influenced strategic planning processes and is cited in UNEP's major programming documents, for example the UNEP 2012-13 Programme of Work stated: "lessons learned during the planning and early implementation phases of the programme of work and budget for the biennium 2010-2011 have strongly influenced the formulation of the programme of work and budget for the biennium 2012-2013. These lessons learned touch on a diverse range of</p>	<p>UNICEF welcomes the Evaluability Assessment, including its first key finding, that the Strategic Plan "is widely viewed as the most coherent and technically sound that UNICEF has developed to date." The assessment's findings and recommendations are all well-grounded in evidence. UNICEF also notes that the decision about whether future 'Strategic Plans' should be structured and presented as "plans" or "frameworks" should be made by the Executive Board. In addition to the management</p>	Not available yet	Not available yet
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				issues, from responsibility and accountability to programme coordination, communication, monitoring, evaluation and reporting and the allocation of funds to subprogrammes”; all findings that were derived from the Formative Evaluation.	response described below, UNICEF looks forward to consulting with the Executive Board on UNICEF’s next ‘Strategic Plan’, including on alignment with the SDGs.		
*: not all reports were structured according to the headings used in this table for comparison purpose. This means that the contents of some reports are listed here under an 'artificial' heading							

Annex 5

Some recommendations with relevance for UN organizations, from selected evaluations

Evaluation	Recommendations and Lessons/Learned	Addressed to:
<i>DaO Evaluation</i>	Strong national coordination mechanisms need to be consolidated and links between individual UN organizations and line ministries should be strengthened and expanded	Governments and UN Agencies
<i>DaO CLE synthesis</i>	The UN needs to further review its joint comparative advantages and in collaboration with Government narrow down the breadth of UN programme interventions, strategize and reduce the number of small projects. The new One Programmes should have interventions clustered under outcomes which are linked with sector strategies.	Governments and UN Agencies
<i>OIOS MDG evaluation</i>	A fully developed strategy to support national statistical, monitoring and evaluation capacity development needs to be in place; the strategy needs to include multilateral and bilateral support as well as a resource mobilization plan	Not specified
<i>Paris Declaration evaluation</i>	Make the hard political choices and follow through	Governments
<i>UNDAF evaluation Bangladesh</i>	The UNCT has already initially delimited the scope of the next UNDAF to just 3-5 Outcomes, an adjustment which is consistent with the thread of this evaluation. Based further on the evaluation findings, the UNCT may also wish to consider:	UN Country Team
	Determining the value-added associated with the target outcomes (i.e. the synergistic effect or the new value that arises from the combined interventions of the UNCT agencies, following a cause-and effect relationship);	
	Defining the Theory of Change for the achievement of the outcomes	

	<p>Adopting a strategy of joint policy advocacy and piloting of innovative approaches based on international practices (e.g. on climate change) that would lead towards these outcomes; and</p> <p>Emphasizing the involvement of the Planning Commission and the Line Ministries, aside from the Economic Relations Division in the overall UNDAF design</p>	
<i>UNDAF Evaluation in Honduras</i>	Ensure the Government's participation in all the steps of the Programme, since its identification and formulation, through monitoring and reporting. Stronger Government's ownership by the Government should be pursued, for a joint leadership with the UN system of the UNDAF.	UN Country Team
<i>UNDAF Evaluation in Kazakhstan</i>	A monitoring plan based on SMART indicators and reliable baseline information would enable the UNCT to document and demonstrate attribution of tangible results to the UNDAF related activities. Ensure the PFD M&E Framework in line with revised Guidelines for Preparation of UNDAF/PFD.	UN Country Team
<i>UNDAF Evaluation in Mozambique</i>	UNDAF implementation needs to emphasize a collective strategic vision of the UN's contribution to national priorities, and focus the UN's limited resources on those issues where the UN can make the biggest difference, based on its comparative advantage and capacities.	UN Country Team
<i>UNDP MDG evaluation</i>	UNDP should continue to provide Member States and UN organizations with guidance and thought leadership at the level of the entire SDG agenda on how to translate the post-2015 agenda at the national and subnational levels by establishing clear local priorities, while maintaining some degree of comprehensiveness and coherence with the global agenda.	UN Agency
<i>MDG-F evaluation</i>	Better mainstreaming of Gender Equality and empowerment of Women and (b) integrating of environment sensitivity into future programmes	Stakeholders involved in designing and implementing Joint Programmes
<i>UNHCR MDG Review</i>	UNHCR teams at a country level need to more systematically participate in the earliest stages of the CCA and UNDAF development to ensure that UNHCR's PoC are included in the framework and that it includes strategies for them to attain their right to assistance and protection in the long-term	UN Agencies

<i>UNIDO MDG Evaluation</i>	Design and maintain project monitoring systems that monitor outcomes and impact, hence lay the foundation for continuous feeding of data to relevant national monitoring systems and/or national statistics. Include an amount in the project budget for maintaining this monitoring system. Include post-project surveys if some outcomes and impacts are expected to occur after completion.	UN Agencies
Source: listed evaluation reports		

Annex 6

Lessons and recommendations with relevance for the UN monitoring and evaluation system, from selected evaluations

Evaluation	Recommendations and Lessons/Learned
<i>UNDAF Evaluability Assessment, 2006</i>	Recommendation 2: Drop the requirement for UNCTs to commission UNDAF evaluations.
<i>UNDAF Evaluability Assessment, 2006</i>	Recommendation 3: Establish what the likely demand for evaluative evidence actually is.
<i>UNDAF Evaluability Assessment, 2006</i>	Recommendation 4: Task UN evaluation functions to carry out UNDAF evaluations.
<i>UNDAF Evaluability Assessment, 2006</i>	Recommendation 6: Establish the principle that monitoring from the level of the CP Outcome downwards should be the responsibility of the individual implementing agencies and of national goals should lie with the partner government.
<i>UNDAF Evaluability Assessment, 2006</i>	Recommendation 7: Focus the UNDAF monitoring framework and the M&E plan on what the added value of a coherent and coordinated UN country programme would be to delivery of national goals.
<i>DaO Evaluation, 2012</i>	Recommendation 5: Mechanisms tasked with independent system-wide evaluation should periodically assess the performance of system-wide approaches such as Delivering as One. There is also a need for strengthening system-wide monitoring and evaluation capacities in programme countries and among UN field staff.
<i>OIOS MDG evaluation, 2015</i>	Lesson 1: The United Nations System MDG monitoring and evaluation framework consists of a variety of components which have evolved over time
<i>OIOS MDG evaluation, 2015</i>	Lesson 2: Clear monitoring and evaluation objectives, roles/responsibilities and coordination mechanisms need to be established at the onset
<i>OIOS MDG evaluation, 2015</i>	Lesson 3: A group which functions like the Inter-agency and Expert Group on MDG Indicators can play an important expert and consolidating role with regard to development goal indicators
<i>OIOS MDG evaluation, 2015</i>	Lesson 4: Monitoring activities need to be sufficient in terms of coverage, disaggregation of data and timeliness
<i>OIOS MDG evaluation, 2015</i>	Lesson 5: A fully developed strategy to support national statistical, M&E capacity development needs to be in place; the strategy needs to include multilateral and bilateral support, as well as a resource mobilisation plan
<i>OIOS MDG evaluation, 2015</i>	Lesson 6: Monitoring information needs to be sufficiently accessible
<i>OIOS MDG evaluation, 2015</i>	Lesson 7: Provision for rigorous evaluation on the achievement of progress is needed
<i>OIOS MDG evaluation, 2015</i>	Lesson 8: When differences exist in stakeholder views of accountability, this becomes relevant in efforts to monitor and evaluate effectively

<p><i>OIOS MDG evaluation, 2015</i></p>	<p>In conjunction with upcoming 2015 SDG Summit Member State deliberations, the S-G should formulate an overarching strategy and action plan to support coherent, coordinated monitoring and evaluation of achievement toward the SDGs. The goal of this overarching plan should be to enable him to provide member State decision makers with coherent, useful monitoring and evaluation information that can be utilized in SDG mid-course correction-related decision-making.</p> <p>Consideration should be given to the need for the following:</p> <ul style="list-style-type: none"> • A formal sustainable development goals monitoring and evaluation framework that promotes United Nations system-wide coherence • Monitoring and evaluation information that can feed into Member State scheduled decision-making at the most-timely and useful junctures • Supporting national monitoring and evaluation capacity development • A more structured and rigorous approach to evaluation, including as a means to synthesize monitoring and other data in a manner that responds to stakeholders' needs at the decision-making layers that apply to fulfilment of the prospective sustainable development goals. • Indicator of achievement: an overarching plan for monitoring and evaluation of the sustainable development goals is in place
<p>Source: listed evaluation reports</p>	

Annex 7

Agenda 2030, Paragraph 74

Agenda 2030, Paragraph 74, on Follow-up and review processes
Follow-up and review processes at all levels will be guided by the following principles:
(a) They will be voluntary and country-led, will take into account different national realities, capacities and levels of development and will respect policy space and priorities. As national ownership is key to achieving sustainable development, the outcome from national-level processes will be the foundation for reviews at the regional and global levels, given that the global review will be primarily based on national official data sources.
(b) They will track progress in implementing the universal Goals and targets, including the means of implementation, in all countries in a manner which respects their universal, integrated and interrelated nature and the three dimensions of sustainable development.
(c) They will maintain a longer-term orientation, identify achievements, challenges, gaps and critical success factors and support countries in making informed policy choices. They will help to mobilize the necessary means of implementation and partnerships, support the identification of solutions and best practices and promote the coordination and effectiveness of the international development system.
(d) They will be open, inclusive, participatory and transparent for all people and will support reporting by all relevant stakeholders.
(e) They will be people-centred, gender-sensitive, respect human rights and have a particular focus on the poorest, most vulnerable and those furthest behind.
(f) They will build on existing platforms and processes, where these exist, avoid duplication and respond to national circumstances, capacities, needs and priorities. They will evolve over time, taking into account emerging issues and the development of new methodologies, and will minimize the reporting burden on national administrations.
(g) They will be rigorous and based on evidence, informed by country-led evaluations and data which is high-quality, accessible, timely, reliable and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts.
(h) They will require enhanced capacity-building support for developing countries, including the strengthening of national data systems and evaluation programmes, particularly in African countries, least developed countries, small island developing States, landlocked developing countries and middle-income countries.
(i) They will benefit from the active support of the United Nations system and other multilateral institutions.

Annex 8

The Bangkok Declaration

Bangkok Declaration, October 2015	
In moving forward in support of national evaluation capacity, we recognize the following types of efforts and initiatives as among options that warrant consideration:	
1	Conduct of country-level 'SDG evaluation needs' reviews and diagnostic studies
2	Evaluability assessments pertaining to individual country or sector SDG goals and targets
3	Fostering of evaluation as component of national governance and public sector management reform
4	Establishing national evaluation legal frameworks - legislation and policies
5	Developing clear national and local sub-national level mechanism for independent evaluation of progress against the SDGs
6	Assigning resources (a percentage of the initiatives' costs) for the conduct of evaluations when realigning national plans with the SDGs and when designing/approving projects/programmes/policies
7	Strengthening national and local data systems to monitor SDG progress
8	Establishment of frameworks of formal competencies and professional evaluation standards
9	Establishing evaluation training programmes within academic and public sector professional training institutions
10	Creating opportunities for local, young and emerging evaluators
11	Developing systems to promote transparent follow-up of evaluations recommendation
12	Support to national, regional and global evaluation professional organizations
13	Support for international forums of exchange between users and producers of evaluation, via the right of access to information, including regional workshops and web-based platforms for knowledge management

Annex 9

The Global Indicator Framework, March 2016

Goals from Agenda 2030	Targets from Agenda 2030	Indicators
Goal 1. End poverty in all its forms everywhere		
	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)
	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	1.2.1 Proportion of population living below the national poverty line, by sex and age
		1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	1.4.1 Proportion of population living in households with access to basic services
		1.4.2 Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure
	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	1.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people
		1.5.2 Direct disaster economic loss in relation to global gross domestic product (GDP)
		1.5.3 Number of countries with national and local disaster risk reduction strategies

	1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	1.a.1 Proportion of resources allocated by the government directly to poverty reduction programmes
		1.a.2 Proportion of total government spending on essential services (education, health and social protection)
	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture		
	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	2.1.1 Prevalence of undernourishment
		2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)
	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age
		2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)
	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size
		2.3.2 Average income of small-scale food producers by sex and indigenous status

	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	2.4.1 Proportion of agricultural area under productive and sustainable agriculture
	2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed	2.5.1 Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities
		2.5.2 Proportion of local breeds classified as being at risk, not-at-risk or at unknown level of risk of extinction
	2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	2.a.1 The agriculture orientation index for government expenditures
		2.a.2 Total official flows (official development assistance plus other official flows) to the agriculture sector
	2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round	2.b.1 Producer Support Estimate
		2.b.2 Agricultural export subsidies
	2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility	2.c.1 Indicator of food price anomalies
Goal 3. Ensure healthy lives and promote well-being for all at all ages		
	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio

		3.1.2 Proportion of births attended by skilled health personnel
	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	3.2.1 Under-five mortality rate
		3.2.2 Neonatal mortality rate
	3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations
		3.3.2 Tuberculosis incidence per 1,000 population
		3.3.3 Malaria incidence per 1,000 population
		3.3.4 Hepatitis B incidence per 100,000 population
		3.3.5 Number of people requiring interventions against neglected tropical diseases
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease
		3.4.2 Suicide mortality rate
	3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders
		3.5.2 Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol
	3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	3.6.1 Death rate due to road traffic injuries
	3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes	3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods
		3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	3.8.1 Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population)

		3.8.2 Number of people covered by health insurance or a public health system per 1,000 population
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	3.9.1 Mortality rate attributed to household and ambient air pollution
		3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)
		3.9.3 Mortality rate attributed to unintentional poisoning
	3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	3.a.1 Age-standardized prevalence of current tobacco use among persons aged 15 years and older
	3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all	3.b.1 Proportion of the population with access to affordable medicines and vaccines on a sustainable basis
		3.b.2 Total net official development assistance to medical research and basic health sectors
	3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	3.c.1 Health worker density and distribution
	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	4.1.1 Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	4.2.1 Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex
		4.2.2 Participation rate in organized learning (one year before the official primary entry age), by sex
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill
	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected as data become available)
	4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy	4.6.1 Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment
	4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	4.a.1 Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions)

	4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	4.b.1 Volume of official development assistance flows for scholarships by sector and type of study
	4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	4.c.1 Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country
Goal 5. Achieve gender equality and empower all women and girls		
	5.1 End all forms of discrimination against all women and girls everywhere	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
		5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence
	5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18
		5.3.2 Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age
	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	5.5.1 Proportion of seats held by women in national parliaments and local governments

		5.5.2 Proportion of women in managerial positions
	5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	5.6.1 Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care
		5.6.2 Number of countries with laws and regulations that guarantee women aged 15-49 years access to sexual and reproductive health care, information and education
	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure
		5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control
	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	5.b.1 Proportion of individuals who own a mobile telephone, by sex
	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment
Goal 6. Ensure availability and sustainable management of water and sanitation for all		
	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	6.1.1 Proportion of population using safely managed drinking water services
	6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	6.2.1 Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	6.3.1 Proportion of wastewater safely treated
		6.3.2 Proportion of bodies of water with good ambient water quality

	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	6.4.1 Change in water-use efficiency over time
		6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources
	6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	6.5.1 Degree of integrated water resources management implementation (0-100)
		6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	6.6.1 Change in the extent of water-related ecosystems over time
	6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies	6.a.1 Amount of water- and sanitation-related official development assistance that is part of a government-coordinated spending plan
	6.b Support and strengthen the participation of local communities in improving water and sanitation management	6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all		
	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	7.1.1 Proportion of population with access to electricity
		7.1.2 Proportion of population with primary reliance on clean fuels and technology
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	7.2.1 Renewable energy share in the total final energy consumption
	7.3 By 2030, double the global rate of improvement in energy efficiency	7.3.1 Energy intensity measured in terms of primary energy and GDP
	7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	7.a.1 Mobilized amount of United States dollars per year starting in 2020 accountable towards the \$100 billion commitment

	7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support	7.b.1 Investments in energy efficiency as a percentage of GDP and the amount of foreign direct investment in financial transfer for infrastructure and technology to sustainable development services
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		
	8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	8.1.1 Annual growth rate of real GDP per capita
	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	8.2.1 Annual growth rate of real GDP per employed person
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1 Proportion of informal employment in non-agriculture employment, by sex
	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead	8.4.1 Material footprint, material footprint per capita, and material footprint per GDP
		8.4.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities
		8.5.2 Unemployment rate, by sex, age and persons with disabilities
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	8.6.1 Proportion of youth (aged 15-24 years) not in education, employment or training

	8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	8.7.1 Proportion and number of children aged 5-17 years engaged in child labour, by sex and age
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	8.8.1 Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status
		8.8.2 Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status
	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate
		8.9.2 Number of jobs in tourism industries as a proportion of total jobs and growth rate of jobs, by sex
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	8.10.1 Number of commercial bank branches and automated teller machines (ATMs) per 100,000 adults
		8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider
	8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries	8.a.1 Aid for Trade commitments and disbursements
	8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization	8.b.1 Total government spending in social protection and employment programmes as a percentage of the national budgets and GDP
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		
	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	9.1.1 Share of the rural population who live within 2 km of an all-season road

		9.1.2 Passenger and freight volumes, by mode of transport
	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	9.2.1 Manufacturing value added as a percentage of GDP and per capita
		9.2.2 Manufacturing employment as a percentage of total employment
	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	9.3.1 Percentage share of small-scale industries in total industry value added
		9.3.2 Percentage of small-scale industries with a loan or line of credit
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	9.4.1 CO2 emission per unit of value added
	9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	9.5.1 Research and development expenditure as a percentage of GDP
		9.5.2 Researchers (in full-time equivalent) per million inhabitants
	9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States	9.a.1 Total official international support (official development assistance plus other official flows) to infrastructure
	9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	9.b.1 Proportion of medium and high-tech industry value added in total value added

	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	9.c.1 Percentage of population covered by a mobile network, by technology
Goal 10. Reduce inequality within and among countries		
	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and the total population
	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	10.2.1 Proportion of people living below 50 per cent of median income, disaggregated by age group, sex and persons with disabilities
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	10.3.1 Proportion of the population reporting having personally felt discriminated against or harassed within the last 12 months on the basis of a ground of discrimination prohibited under international human rights law
	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	10.4.1 Labour share of GDP, comprising wages and social protection transfers
	10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations	10.5.1 Financial Soundness Indicators
	10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions	10.6.1 Percentage of members and voting rights of developing countries in international organizations
	10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies	10.7.1 Recruitment cost borne by employee as a percentage of yearly income earned in country of destination
		10.7.2 Number of countries that have implemented well-managed migration policies
	10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements	10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff

	10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes	10.b.1 Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)
	10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent	10.c.1 Remittance costs as a proportion of the amount remitted
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable		
	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	11.2.1 Proportion of population that has convenient access to public transport, by age, sex and persons with disabilities
	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	11.3.1 Ratio of land consumption rate to population growth rate
		11.3.2 Percentage of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically
	11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage	11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship)

	11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	11.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 peoplea
		11.5.2 Direct disaster economic loss in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic servicesa
	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities
		11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)
	11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities is open space for public use for all, by sex, age and persons with disabilities	11.7.1 Average share of the built-up area of cities that
		11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
	11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning	11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city
	11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels	11.b.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a
		11.b.2 Number of countries with national and local disaster risk reduction strategiesa
	11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	11.c.1 Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials
Goal 12. Ensure sustainable consumption and production patterns		

	12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	12.1.1 Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP
		12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP
	12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	12.3.1 Global food loss index
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement
		12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	12.5.1 National recycling rate, tons of material recycled
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	12.6.1 Number of companies publishing sustainability reports
	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	12.7.1 Number of countries implementing sustainable public procurement policies and action plans
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment
	12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production	12.a.1 Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies

	12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	12.b.1 Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools
	12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities	12.c.1 Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels
Goal 13. Take urgent action to combat climate change and its impacts		
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1.1 Number of countries with national and local disaster risk reduction strategies
		13.1.2 Number of deaths, missing persons and persons affected by disaster per 100,000 people
	13.2 Integrate climate change measures into national policies, strategies and planning	13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula
		13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions

	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible	13.a.1 Mobilized amount of United States dollars per year starting in 2020 accountable towards the \$100 billion commitment
	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	14.1.1 Index of coastal eutrophication and floating plastic debris density
	14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	14.2.1 Proportion of national exclusive economic zones managed using ecosystem-based approaches
	14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels	14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations
	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	14.4.1 Proportion of fish stocks within biologically sustainable levels
	14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	14.5.1 Coverage of protected areas in relation to marine areas

	14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation	14.6.1 Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing
	14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	14.7.1 Sustainable fisheries as a percentage of GDP in small island developing States, least developed countries and all countries
	14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries	14.a.1 Proportion of total research budget allocated to research in the field of marine technology
	14.b Provide access for small-scale artisanal fishers to marine resources and markets	14.b.1 Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries
	14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of “The future we want”	14.c.1 Number of countries making progress in ratifying, accepting and implementing through legal, policy and institutional frameworks, ocean-related instruments that implement international law, as reflected in the United Nations Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources
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		
	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	15.1.1 Forest area as a proportion of total land area

		15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	15.2.1 Progress towards sustainable forest management
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	15.3.1 Proportion of land that is degraded over total land area
	15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	15.4.1 Coverage by protected areas of important sites for mountain biodiversity
		15.4.2 Mountain Green Cover Index
	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	15.5.1 Red List Index
	15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	15.6.1 Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits
	15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	15.7.1 Proportion of traded wildlife that was poached or illicitly trafficked
	15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species	15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species
	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020
	15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	15.a.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems

	15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	15.b.1 Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems
	15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities	15.c.1 Proportion of traded wildlife that was poached or illicitly trafficked
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		
	16.1 Significantly reduce all forms of violence and related death rates everywhere	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age
		16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause
		16.1.3 Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months
		16.1.4 Proportion of population that feel safe walking alone around the area they live
	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	16.2.1 Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month
		16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation
		16.2.3 Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
		16.3.2 Unsentenced detainees as a proportion of overall prison population
	16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	16.4.1 Total value of inward and outward illicit financial flows (in current United States dollars)
		16.4.2 Proportion of seized small arms and light weapons that are recorded and traced, in accordance with international standards and legal instruments

	16.5 Substantially reduce corruption and bribery in all their forms	16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months
		16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months
	16.6 Develop effective, accountable and transparent institutions at all levels	16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)
		16.6.2 Proportion of the population satisfied with their last experience of public services
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions
		16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	16.8.1 Proportion of members and voting rights of developing countries in international organizations
	16.9 By 2030, provide legal identity for all, including birth registration	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	16.10.1 Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months
		16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information
	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles
	16.b Promote and enforce non-discriminatory laws and policies for sustainable development	16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development		

	<i>Finance</i>	
	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source
		17.1.2 Proportion of domestic budget funded by domestic taxes
	17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries	17.2.1 Net official development assistance, total and to least developed countries, as a proportion of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee donors' gross national income (GNI)
	17.3 Mobilize additional financial resources for developing countries from multiple sources	17.3.1 Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget
		17.3.2 Volume of remittances (in United States dollars) as a proportion of total GDP
	17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress	17.4.1 Debt service as a proportion of exports of goods and services
	17.5 Adopt and implement investment promotion regimes for least developed countries	17.5.1 Number of countries that adopt and implement investment promotion regimes for least developed countries
	<i>Technology</i>	
	17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism	17.6.1 Number of science and/or technology cooperation agreements and programmes between countries, by type of cooperation
		17.6.2 Fixed Internet broadband subscriptions per 100 inhabitants, by speed

	17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed	17.7.1 Total amount of approved funding for developing countries to promote the development, transfer, dissemination and diffusion of environmentally sound technologies
	17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology	17.8.1 Proportion of individuals using the Internet
	<i>Capacity-building</i>	
	17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation	17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries
	<i>Trade</i>	
	17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda	17.10.1 Worldwide weighted tariff-average
	17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020	17.11.1 Developing countries' and least developed countries' share of global exports
	17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access	17.12.1 Average tariffs faced by developing countries, least developed countries and small island developing States
	Systemic issues	
	<i>Policy and institutional coherence</i>	
	17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence	17.13.1 Macroeconomic Dashboard
	17.14 Enhance policy coherence for sustainable development	17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development

	17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development	17.15.1 Extent of use of country-owned results frameworks and planning tools by providers of development cooperation
	<i>Multi-stakeholder partnerships</i>	
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	17.17.1 Amount of United States dollars committed to public-private and civil society partnerships
	<i>Data, monitoring and accountability</i>	
	17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	17.18.1 Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics
		17.18.2 Number of countries that have national statistical legislation that complies with the Fundamental Principles of Official Statistics