



Evaluating the Sustainable Development Goals

New Challenges for Research, Policy and Business

Proceedings of the international symposium held on 28th October 2015 at Vienna University of Economics and Business

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2. Evaluating the Sustainable Development Goals – New Challenges for Research, Policy and Business

With the adoption of the Sustainable Development Goals (SDGs) by the United Nations in September 2015, a new set of objectives for global sustainable development will guide the global development agenda. Due to the universal acceptance and the integration into national goals, the SDGs provide a comprehensive approach, ensuring a high level of ambition for achieving results, involving development agencies and governments, international organisations, civil society and business.

Coinciding with 2015 as the International Year of Evaluation and the European Year of Development the symposium aimed to be a forum for discussion on the implications of the SDGs for the impact evaluation of policies, programmes and projects across sectors.

The symposium addressed the central question of how the SDGs may inform research and practice in evaluation. Key notes, roundtable sessions and panel discussions tackled three fundamental questions:

1. What is the role and contribution of evaluation in effective implementation and achievement of the Sustainable Development Goals?
2. What are the implications of the Sustainable Development Goals for the evaluation profession and practice across sectors?
3. How to mobilise and align key actors from evaluation, research, business, policy, and civil society?

We at the **WU Institute for managing Sustainability** were pleased to host an international symposium dealing with these topics at the Vienna University of Economics and Business. We are particularly grateful to our co-hosts: the **Austrian Development Agency (ADA)** and the **European Evaluation Society (EES)**.

We are grateful to our international project partners and the renowned international speakers who contributed their expertise and experience to this event. We hope that these proceeding will be a useful source for participants wishing to recall specific points of discussion as well as for interested parties wishing to engage with the topic of “Evaluating the Sustainable Development Goals – New Challenges for Research, Policy and Business”

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The Institute for Managing Sustainability at the Vienna University of Economics and Business Administration is committed to tackling the societal, political and economic challenges which arise in the context of sustainable development with interdisciplinary approaches in research, education and consulting. Since its establishment 15 years ago the institute has conducted projects within five different research fields for several EU Directorates General, as well as the EU Committee of Regions, European Statistical Office, UN Development Programme and a variety of national ministries.

3. Agenda

09:30 – 10:00	Registration & Coffee
10:00 – 10:10	<p>Welcome Address</p> <p><i>Fred Luks</i>, Head of the Competence Center on Sustainable Development, WU Vienna</p>
10:10 – 10:25	<p>Setting the Scene</p> <p><i>Sylvia Meier-Kajbic</i>, Ambassador and Director of the Multilateral Development Cooperation of the Federal Ministry for Europe, Integration and Foreign Affairs</p>
10:25 – 11:30	<p>Opening Panel: SDGs – what does it mean for evaluation?</p> <p><i>Karin Kohlweg</i>, Head of Unit Evaluation, Austrian Development Agency</p> <p><i>Robert Picciotto</i>, Board Member of the European Evaluation Society</p> <p><i>André Martinuzzi</i>, Head of the Institute for Managing Sustainability, WU Vienna</p> <p>Facilitator: <i>Norma Schönherr</i>, Institute for Managing Sustainability, WU Vienna</p>
11:30 – 11:55	<p>Policy keynote: Sustainable Development Goals: Are the rich countries ready?</p> <p><i>Christian Kroll</i>, Project Manager of the Sustainable Governance Indicators, Bertelsmann Stiftung</p>
11:55 – 12:20	<p>Academia keynote: Preconditions and challenges for a global evaluation system in support of the SDGs</p> <p><i>Wolfgang Meyer</i>, Center for Evaluation, Saarland University</p>
12:20 – 12:45	<p>Business keynote: Stories of impact</p> <p><i>Florian Findler</i>, Teaching and Research Associate, Institute for Managing Sustainability, WU Vienna</p>
12:45 – 13:45	Lunch break

13:45 – 14:45	Parallel roundtables
	<p>Corporate impact and the SDGs</p> <p><i>Lucia Reisch</i>, Copenhagen Business School <i>Nicole Voillat</i>, BATA Brands SA</p>
	<p>The role of civil society in the 2030 agenda for sustainable development</p> <p><i>Jan-Gustav Strandenaes</i>, Senior Policy Adviser on Governance and Associate, Stakeholder Forum</p>
14:45 – 15:00	Coffee break
15:00 – 16:15	<p>Expert panel: Evaluating the Sustainable Development Goals – a call for universal monitoring indicators?</p> <p>Chair: Fred Luks, Head of the Competence Center on Sustainable Development, WU Vienna</p> <p>Panellists:</p> <p><i>Maria Cortés Puch</i>, Program Leader National and regional Networks, Sustainable Development Solutions Network (SDSN)</p> <p><i>Benoît Simon</i>, Associate Director, Planète Publique, evaluation consulting company</p> <p><i>Markus Hametner</i>, Project Manager, Institute for Managing Sustainability, WU Vienna</p> <p><i>Niels Dabelstein</i>, Former Head of Evaluation at Danida, Ministry of Foreign Affairs of Denmark</p>
16:15 – 16:30	Q&A with the audience
16:30 – 16:45	<p>Synthesis and outlook</p> <p><i>André Martinuzzi</i>, Head of the Institute for Managing Sustainability, WU Vienna</p>
16:45 – 17:30	Networking Coffee

4. Welcome addresses



Fred Luks is the Head of the Competence Center for Sustainability. He has been involved in sustainability-related research, teaching and management for many years, for example as the Chair of the Vereinigung für Ökologische Ökonomie, an association of researchers active in ecological economics. Previously, he has been Principal Investigator of an interdisciplinary research project, a guest professor at the University of Hamburg, and Sustainability Manager of a large corporation. He is the author of numerous publications on sustainability-related topics, including eight books.

“The symposium fits very well to WU’s commitment to sustainability in teaching, research, knowledge exchange with society and university management.

The organizers of this event, Andre Martinuzzi and his team, Institute of Managing Sustainability, constitute an important part of the sustainability research at WU through projects like Global Value.

As for the venue of the symposium, WU’s new campus was built and planned according to the sustainability criteria. WU is very active in applying some of the principles of the SDGs.

In the long term, the strongest impact we can have at WU is by what we teach our students. Regardless of their specialization, every WU student learns about the basic principles of sustainability.”



Sylvia Meier-Kajbic is Ambassador and Director of the Multilateral Development Cooperation of the Federal Ministry for Europe, Integration and Foreign Affairs. She earned her Master of Arts after having studied Commerce at the University of Economics as well as Ethnology and History of Art at the University of Vienna. She began her career at the Austrian Ministry of Foreign Affairs, before she went as Press Attaché of the Austrian Embassy to Prague from 1995 to 1997. Until 2001 she was Deputy Director and Cultural Attaché at the Austrian Cultural Institute in Rome and until 2006 worked as Deputy Chief of Protocol in the Protocol Department of the Austrian Ministry of Foreign Affairs. Between 2006 and 2014 she has been Austrian Ambassador to Algeria, Azerbaijan and to Georgia and is now working as Ambassador and Director of the Multilateral Development Cooperation at the Austrian Ministry of Foreign Affairs.

“Universality is one of the principle characteristics of Sustainable Development Goals. SDGs set an agenda for the whole world, developed and developing countries alike, as well as emphasizing their applicability to every human being.

The broad conceptualization of development with a balanced number of goals in social, economic and governance spheres address sustainability. Simply put, what we are doing right now shapes the world of our children.

But the agenda does not only talk about how the world should look like and how the targets and goals should be formulated. It reconfirms the idea of global partnership and puts an emphasis on the responsibility of each country as well as of civil society and businesses in the implementation process.”

5. Opening Panel



Chair: Norma Schönherr is project manager at the Institute for managing Sustainability, WU Vienna with a specialization on corporate social responsibility (CSR), international sustainability governance, global development as well as social empirical research. She has long-term experience in evaluation and monitoring as well as in conducting EU research projects in the area of impact assessment of multinational companies on global development as well as performance analysis of CSR.

“The Millennium Development Goals were very successful as a tool for mobilizing people and resources around a limited number of specific development objectives in the developing world. The Sustainable Development Goals are a much more complex web of targets, which will require the alignment of national processes and contributions from various actor groups.

For evaluation and evaluators this emerging scenario has a number of implications, including the need for learning and adaptation in all countries of the world, broadening evaluation thinking and decision making beyond linear results chains, and thinking in terms of systemic impacts.”



17 Sustainable Development Goals

The slide displays a grid of 17 icons representing the Sustainable Development Goals, arranged in three rows. The icons are: 1. No Poverty, 2. Zero Hunger, 3. Good Health and Well-being, 4. Quality Education, 5. Gender Equality, 6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 13. Climate Action, 14. Life Below Water, 15. Life on Land, 16. Peace, Justice and Strong Institutions, 17. Partnerships for the Goals. Logos for WU, Austrian Development Agency, and EES are at the bottom.



What is different this time?

Dominance of donor countries	<ul style="list-style-type: none"> Participatory process involving a wider range of actors Broader target group, including industrialized countries
Focus on aid	<ul style="list-style-type: none"> Multiple foci, including investment, building governance and infrastructure, as well as capacity building Several actor groups are called on to finance implementation
Silo structure	<ul style="list-style-type: none"> Comprehensive set of 17 goals, 169 targets Interlinked network of goals
Vague M & E	<ul style="list-style-type: none"> Specific ambition to establish a sound M & E system Timely way of addressing M & E

Source: Lancet Report, 2010

Logos for WU, Austrian Development Agency, and EES are at the bottom.



169 interlinked targets

The slide shows a diagram with four icons: 1. No Poverty, 8. Decent Work and Economic Growth, 2. Zero Hunger, and 16. Peace, Justice and Strong Institutions. Arrows indicate interlinking relationships between these goals. Text for goal 1 includes: "End extreme poverty including absolute income poverty (\$1.25 or less per day).", "End hunger and achieve food security, appropriate nutrition, and zero child stunting.", and "Provide enhanced support for highly vulnerable states and Least Developed Countries, to address the structural challenges facing those countries, including violence and conflict." Logos for WU, Austrian Development Agency, and EES are at the bottom.



Objectives of the SDG Symposium

- What is the role and contribution of evaluation in effective implementation and achievement of the Sustainable Development Goals?
- What are the implications of the Sustainable Development Goals for the evaluation profession and practice across sectors?
- How to mobilise and align key actors from evaluation, research, business, policy, and civil society?

Logos for WU, Austrian Development Agency, and EES are at the bottom. Two small images are included: "Evaluation Changes Lives" and "A MILLION VOICES: THE WORLD WE WANT".

5.1 The panellists



Karin Kohlweg is Head of Unit Evaluation at the Austrian Development Agency and is managing strategic and program evaluations for the Austrian Development Cooperation (ADC) since 2008. She is Vice-Chair of the OECD DAC Network on Development Evaluation and was a team member of the UNIDO Peer Review. From 2001-2006 she worked in the UNICEF Bangladesh Country Office in Dhaka where she established the monitoring and evaluation system for the "Environmental Sanitation and Hygiene and Water Supply in Rural Areas Project" in Bangladesh. Karin Kohlweg also worked two years at the Institute of Sociology and Social Anthropology in Nürnberg, and conducted lectures in "monitoring and evaluation" at the Centre for Evaluation in Saarbrücken, Department of Social and Cultural Anthropology in Vienna and the Institute of Geography in Erlangen.

"In implementing the SDGs we have to consider current national and regional problems, crises and challenges - otherwise the SDGs may run the risk of not being taken seriously enough.

A common understanding of the SDGs needs to be developed amongst different ministries, policy makers within a country, strengthening coherence. Cooperation with National Bureaus of Statistics is essential for the integration of missing data into existing data systems.

A key message of the SDGs is that we do not need to re-invent the wheel. A good number of review and monitoring processes, as well as data reporting systems are established and lessons learned from MDGs will help us going forward. "

See full presentation at:

http://www.sustainability.eu/?k=SDG_symposium&s=home&u=&lang=en



Robert Picciotto is Board member of the European Evaluation Society and is part of the United Kingdom Evaluation Society Council. He is Professor at Kings College and was Director General of the World Bank's Independent Evaluation Group. Since retiring from the World Bank in 2002, Robert Picciotto has provided senior independent evaluation advice to the Asian Development Bank, the African Development Bank, the World Bank, the Council of Europe Development Bank, the International Fund for Agriculture Development, the United Nations Development Program, the Global Environment Facility, the Organization for Economic Cooperation and Development, among others. He is a trustee of the International Association for Digital Publications and was recently appointed to evaluation advisory panels assembled by the World Bank's Independent Evaluation Group and the Rockefeller Foundation.

"The Sustainable Development Goals represent a new challenge for policy makers, and but also for evaluators. Previously, MDGs were systematically monitored but were not evaluated. By contrast, the Summit document makes it clear that there will be high-quality, accessible, timely, reliable country-led evaluations and data this time around. This highlights the need for enhanced evaluation capacity-building in developing countries.

Only about 30% of the SDGs are clear - at least half of them do not yet have specific targets which are measurable and implementable. The SDGs are complex and ambitious, hence controversial, but they are not bound to fail. They embrace the peace agenda, highlight the reduction of inequalities and focus on a number of very important global policies."

See full presentation at:

http://www.sustainability.eu/?k=SDG_symposium&s=home&u=&lang=en



André Martinuzzi is Head of the Institute for Managing Sustainability and Associate Professor at Vienna University for Business and Economics. For more than 15 years André Martinuzzi has been coordinating projects funded by the EU Framework Programmes and conducted research projects on behalf of a number of different EC Directorates General, Eurostat, the United Nations Development Programme and several national ministries and is currently coordinating the GLOBAL VALUE project, one of the largest EU-funded research projects to date addressing the measurement and management of business impacts on global sustainable development. His main areas of expertise are corporate sustainability, sustainable development policies, monitoring and evaluation, knowledge brokerage and sustainability innovation. He is leading the Thematic Working Group on “Evaluating Sustainable Development” at EES and was the rapporteur for Ex-Post-Evaluation of the 7th EU Framework Programme (2007-2013) of the European Commission. For details see: www.sustainability.eu.

“For business, as for other organisations, the Sustainable Development Goals are a yardstick and orientation when it comes to thinking about their impacts on society. Many international organisations and governments, including the European Commission, the Global Compact or the World Business Council for Sustainable Development, increasingly encourage business to take a comprehensive look at their impacts on society. Stakeholders, consumers and investors demand accountability beyond the factory gate.

The SDGs strengthen this drive toward impact thinking. Ultimately, companies will need a clear scope and justification of what they are responsible for; they will need a clear picture of the whole system; they will have to also adapt to dealing with ambiguities and trade-offs that come with systemic linkages. This requires a multi-level evaluation system, which links corporate, regional and national data.”

See full presentation at:

http://www.sustainability.eu/?k=SDG_symposium&s=home&u=&lang=en

6. Keynote speeches

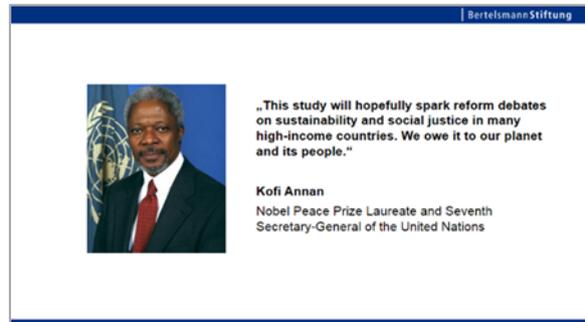
6.1 Christian Kroll, Bertelsmann Stiftung “Sustainable Development Goals: Are the rich countries ready?”

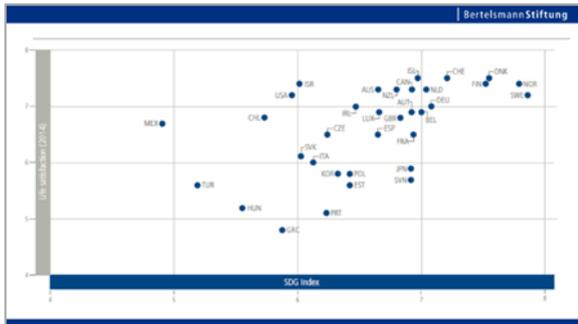
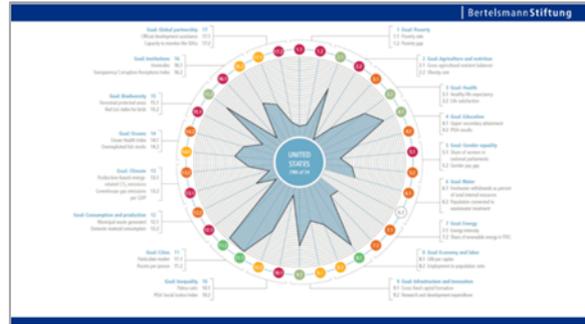


Christian Kroll is Project Manager of the Sustainable Governance Indicators of the Bertelsmann Stiftung, a cross-country comparison produced with a network of 100 academics worldwide. Kroll gained a PhD from the London School of Economics and Political Science and authored numerous articles in scientific journals and the media as well as reports, particularly on the topics well-being, sustainability, and happiness. Most recently, he wrote “Sustainable Development Goals: Are the rich countries ready?” with a foreword by Kofi Annan. Christian Kroll taught classes at LSE and held academic positions at the Harvard Kennedy School of Government and Jacobs University Bremen. Previously, he gained work experience with the United Nations in New York (Department of Political Affairs), the Friedrich Ebert Stiftung in Antananarivo / Madagascar and whilst working for an MP in the German Parliament. He holds an M.A. in Sociology from Hamburg University and a Licence in Social Anthropology from the Université de La Réunion (France).

“If you take the new UN Sustainable Development Goals as the standard, all countries are now developing countries. If the developing nations were able to halve the child mortality rate with the help of the Millennium Development Goals, surely we can demand that the high-income countries use the new UN goals to manage the transition toward a more sustainable economic and social model.”

Presentation:





6.2 Wolfgang Meyer, Saarland University “Preconditions and challenges for a global evaluation system in support of the SDGs”



Wolfgang Meyer, studied sociology and political science at Mannheim University and TU Chemnitz. He holds a *venia legendi* in Sociology from Saarland University, where he has been a research assistant since 1998 and the deputy director of the Centre for Evaluation (CEval) since 2010. His research topics include environmental sociology, labour market research, and regional development using both evaluation research and qualitative and quantitative research methods. Dr. Meyer has several publications to his credit on evaluation research and impact measurement in various languages (German, English, Spanish, and Chinese). He is currently involved in an EU-project on measuring the impact of multinational corporations on MDGs (GLOBAL VALUE) and a development cooperation project on business exchange in renewable energies between Germany and Northern Latin America (COPLAN).

“Monitoring and Evaluation (M&E) are important management instruments. Monitoring tells about progress, revealing whether we are doing the things right. Evaluation tells about effectiveness, whether we are we doing the right things. So M&E constitutes a very important bridge between goals and actions. The most important task for global M&E is connecting both goals and indicator systems from the local to the global system vertically and regularly linking evaluation to the SDG-Indicators used for monitoring.

We should also consider how we can involve actors like Multi-National Companies (MNCs) in SDG-strategies and SDG Indicators. MNCs should also be getting an impact thinking perspective while thinking in terms of M&E, effectiveness and accountability.”

Presentation:



Preconditions and challenges for a global evaluation system in support of the SDGs
Vienna October 28th

Adj. Prof. Dr. Wolfgang Meyer



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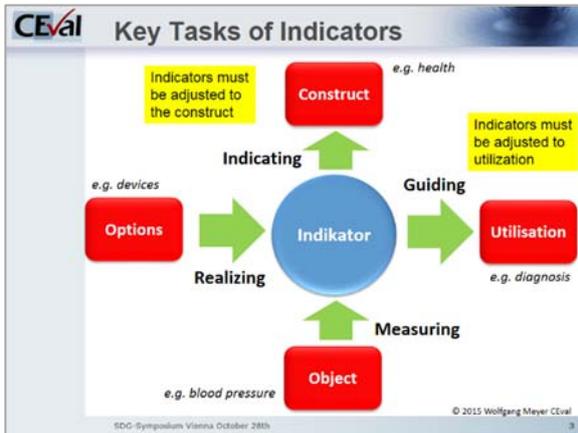


Two Key Statements



- ✓ Global Indicator systems must be linked to the constructs they are supposed to **indicate**
- ✓ Global Indicator systems must be linked to the action they are supposed to **guide**

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Indication (Example Education)



- ✓ Critics on MDGs: The Goals had been limited to primary education (MDG 2)
- ✓ Results: Too strongly focused on primary education
Losing sight of other parts of education
Decline of money and support
Poor performance
- ✓ Changes in SDGs: The Goals cover the whole spectrum of education (SDG 4)
- ✓ Needs: **A set of indicators which is able to indicate the concept of "lifelong learning"**



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Utilization (Example Education)



- ✓ SDGs are linked to action, e.g. **SDG 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
- ✓ Indicators for this goal needs to **define all terms** and to develop a **shared understanding** of these terms (e.g. what is an "effective learning environment")
target values for the indicators
a **deficit analysis** and an **action plan**
a **Monitoring and Evaluation system** to observe progress and effectiveness

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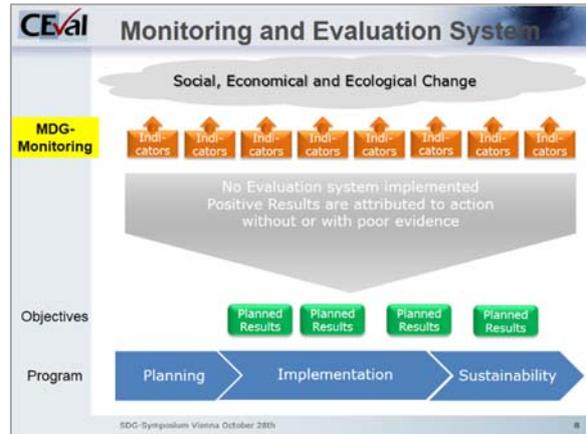
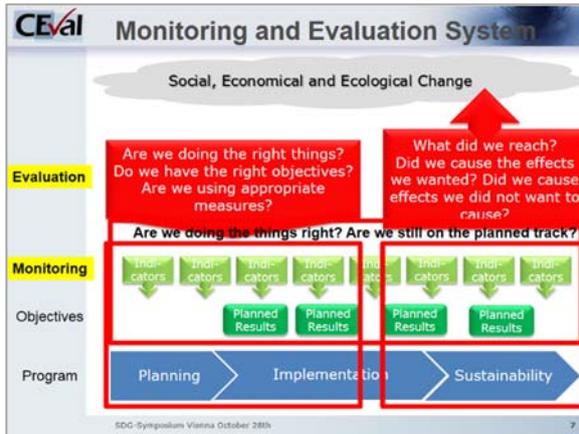


Why Monitoring and Evaluation?



- ✓ Monitoring and Evaluation are important **management instruments**
- ✓ Monitoring tells about **progress** ("are we doing the things right"), Evaluation tells about **effectiveness** ("are we doing the right things")
- ✓ Monitoring and Evaluation are **linking goals to action** and action to goals

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Why Monitoring is not enough



- ✓ Comparable global data
- ✓ Highly aggregated
- ✓ Highly standardised
- ✓ Not systematically broken down to local level
- ✓ Not systematically linked to action
- ✓ Indicators may not cover the reality in a proper way
- ✓ Important parts may be out of sight
- ✓ (Negative) side effects maybe overlooked



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Needs for Global M&E



- ✓ **Vertical Integration:** Both Goal- and Indicator system must be connected from the local to the global system
- ✓ **Integration of Monitoring and Evaluation on all Levels:** The SDG-Indicators used for Monitoring must be linked to Evaluation at certain points in time
- ✓ **Linking of Program activities and Global development:** not only the goals but also the activities and its monitoring and evaluation must be linked.

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Involvement (Example MNCs)



- ✓ Global M&E is **not only a task of Nation States** – the key unit in Sustainable Development are not Nation States
- ✓ Global Economy is dominated by **Multi-National Companies (MNCs)**
- ✓ **MNCs must be involved** in SDG-strategies SDG Indicators, SDG Monitoring and Evaluation
- ✓ **MNCs must be held responsible** for sustainable development
Their input must be a **strong contribution**
- ✓ **Business systems and development tools must be integrated for improvement** (see "Global Value")

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Thank you for your attention!



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6.4 Florian Findler, WU Vienna “Stories of impact”



Florian Findler is Teaching and Research Associate at the Institute for Managing Sustainability, WU Vienna. He studied management at the University of Marburg and Hohenheim (Germany) as well as at the BI Norwegian Business School (Norway), with further study periods at CBS in Copenhagen (Denmark) and Jönköping International Business School (Sweden). During his studies, he worked as research assistant at the chair for Marketing & Business Development at the University of Hohenheim, as freelancer in the internet sector as well as in the automotive industry. Florian Findler is holding lectures in the area of Corporate Social Responsibility and Sustainable Supply Chain Management. In this context, he is currently working on “stories of impact” in close collaboration with renowned Austrian companies and students.

“Screening based on the SDGs is very helpful because it is an important framework with which you can identify corporate impacts. Impact maps can support decision makers in managing corporate impacts, provide an easily understandable overview of impacts and their pathways, and contributes to the reduction of complexity. Such impact thinking can be a source of innovation within organisations.”

Presentation:



Business keynote:
Stories of corporate impacts on SDGs

Florian Findler
Institute for Managing Sustainability, WU Vienna
www.sustainability.wu

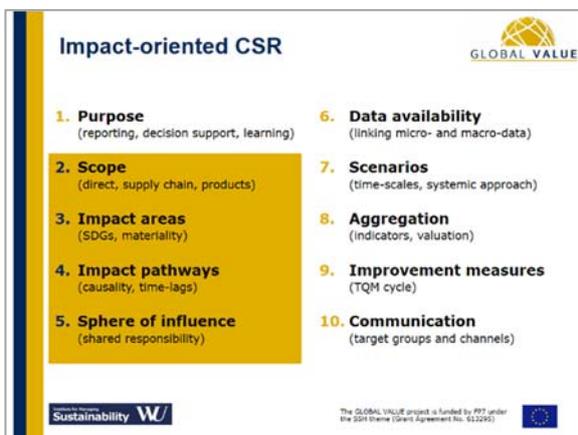
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The GLOBAL VALUE project is funded by FP7 under the SDH theme (Grant Agreement No. 612295)



Agenda

- Background
- Stories of Impact of Henkel
- Stories of Impact of Vöslauer
- Stories of Impact of Brau Union
- Stories of Impact of Austrian Airlines
- Summary

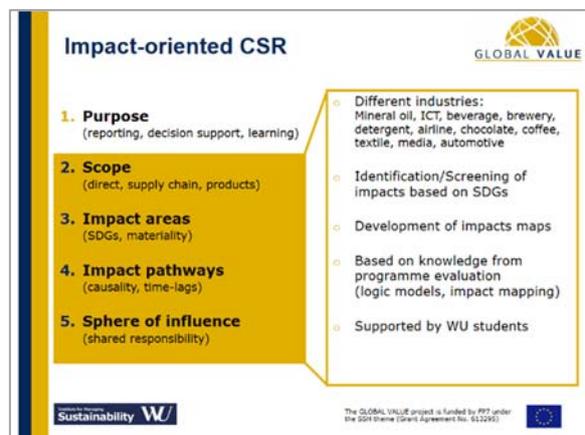
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Impact-oriented CSR

- Purpose** (reporting, decision support, learning)
- Scope** (direct, supply chain, products)
- Impact areas** (SDGs, materiality)
- Impact pathways** (causality, time-lags)
- Sphere of influence** (shared responsibility)
- Data availability** (linking micro- and macro-data)
- Scenarios** (time-scales, systemic approach)
- Aggregation** (indicators, valuation)
- Improvement measures** (TQM cycle)
- Communication** (target groups and channels)

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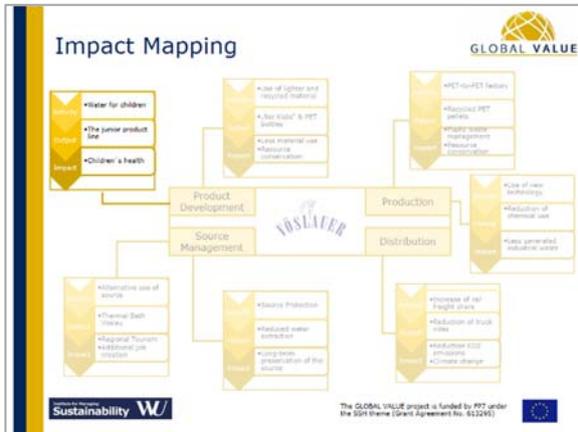


Impact-oriented CSR

- Purpose** (reporting, decision support, learning)
- Scope** (direct, supply chain, products)
- Impact areas** (SDGs, materiality)
- Impact pathways** (causality, time-lags)
- Sphere of influence** (shared responsibility)

- Different industries: Mineral oil, ICT, beverage, brewery, detergent, airline, chocolate, coffee, textile, media, automotive
- Identification/Screening of impacts based on SDGs
- Development of impacts maps
- Based on knowledge from programme evaluation (logic models, impact mapping)
- Supported by WU students

GLOBAL VALUE
Sustainability WU
The GLOBAL VALUE project is funded by FP7 under the SDH theme (Grant Agreement No. 612295)



Henkel

detergents industry

- MNE with more than 50.000 employees and over 50 production sites worldwide
- Important producers of laundry and cleaning products, beauty care and adhesives technologies
- Among the largest DAX listed companies with a over 100 years company history
- Focus on consumer detergents division
- Well established consumer brands: Persil, Prial, Fa and Glem Vital

The GLOBAL VALUE project is funded by FP7 under the SSP1 theme (Grant Agreement No. 612295)

Henkel – Stories of Impact

detergents industry

<ul style="list-style-type: none"> Initiative "Together for Sustainability" Environmental, labour and safety standard Audits and Assessments <p>Practices in supply chains</p>	<ul style="list-style-type: none"> 70% of climate impacts during washing Reduce energy consumption of washing Good washing performance at 20°C <p>Reduction of PCF</p>	<ul style="list-style-type: none"> Test method based on artificial skin tissue Substitute for animal testing Change practices of whole industry <p>Animal welfare</p>
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⇒ Through impact-thinking Henkel has become a **rule maker** in its industrial sector.

The GLOBAL VALUE project is funded by FP7 under the SSP1 theme (Grant Agreement No. 612295)

Vöslauer

mineral water

- Market leader of bottled natural mineral water in Austria (40% shares)
- SME with annual sales of 96.5 Mio. EUR and about 200 employees (in 2014)
- Product range also includes soft drinks
- Core processes: sourcing, bottling, distribution and marketing
- Beverage industry criticized for negative impacts on health and environment in form of waste

The GLOBAL VALUE project is funded by FP7 under the SSP1 theme (Grant Agreement No. 612295)

Vöslauer – Stories of Impact

mineral water

<ul style="list-style-type: none"> Collaboration with competitors PET recycling factory Communication campaigns <p>Waste reduction</p>	<ul style="list-style-type: none"> Children attracted by soft drinks Bottle design/Junior bottle Nutrition habits are often formed during childhood <p>Health</p>	<ul style="list-style-type: none"> Thermal bath Cultural events Tourism <p>Regional development</p>
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⇒ **SMEs** can also follow an impact oriented approach to sustainability.

The GLOBAL VALUE project is funded by FP7 under the SSP1 theme (Grant Agreement No. 612295)

Brau Union

beer brewery

- Biggest player in the Austrian beer industry (50% market share)
- About 2.000 employees and annual sales of 660 mio. EUR (2013)
- Part of the Heineken Group
- Owns eight different breweries located all over Austria and more than a dozen beer brands
- Core processes: brewing, bottling, distribution and marketing
- Innovative production site in Göss
- Controversial industry due to alcoholic drinks

The GLOBAL VALUE project is funded by FP7 under the SSP1 theme (Grant Agreement No. 612295)

Brau Union – Stories of Impact beer brewery



<ul style="list-style-type: none"> Brewing very energy intensive Innovative solutions are first applied in own brewery Carbon neutral brewery 	<ul style="list-style-type: none"> Consumer preference for cool beer Special refrigerators in gastronomy Increase of energy efficiency 	<ul style="list-style-type: none"> Irresponsibly alcohol consumption Emphasize responsible consumption Alcohol free and reduced beer
Reduced climate impact	Reduced climate impact	Health

⇒ Impact-thinking can support **multi-level learning and change** in a global corporation.

Sustainability WU | The GLOBAL VALUE project is funded by FP7 under the SDG theme (Grant Agreement No. 612295) | EU

Austrian Airline



- 6.000 employees and more than 2 billion EUR annual sales
- Carries more than 11 Mio. passengers per year
- Part of the Lufthansa Group
- Hub carrier at Vienna International Airport
- Also operates a technical operations organization and several training departments
- High price pressure in the industry

Sustainability WU | The GLOBAL VALUE project is funded by FP7 under the SDG theme (Grant Agreement No. 612295) | EU

Austrian – Stories of Impact Airline



<ul style="list-style-type: none"> CO2 emissions of kerosene Replacement of old planes expensive Cheaper alternatives are realized 	<ul style="list-style-type: none"> Airport noise Mediation process Reduction of night flights/traffic distribution 	<ul style="list-style-type: none"> High price pressure Savings in personal and maintenance Usage agreements, zero-defects principles, own maintenance
Reduced climate impact	Health	Safety

⇒ Impact responsibility can mean to **maintain high standards** despite of a rising competition.

Sustainability WU | The GLOBAL VALUE project is funded by FP7 under the SDG theme (Grant Agreement No. 612295) | EU

Conclusion



- Screening based on SDGs helpful to identify corporate impacts
- Impact responsibility depends on the industry context and the company
- Impact maps can **support decision makers to manage corporate impacts** and provide an **easy understandable overview** of impacts and their pathways
- Contributes to the **reduction of complexity** and to the cognition of decision makers
- Impact thinking can lead to innovative solutions

Next steps

- Stories of impact will be presented by animated videos
- Collaboration with „HTL – Die Grafische“ (Graphic design school)
- Finalization of videos in June 2016

Sustainability WU | The GLOBAL VALUE project is funded by FP7 under the SDG theme (Grant Agreement No. 612295) | EU

7. Roundtables

7.1 Roundtable 1: Corporate impact and the SDGs



Lucia Reisch is a Professor of consumer behaviour and consumer policy at Copenhagen Business School, Department of Intercultural Communication and Management. Her research focus is on behavioural economics, sustainable consumption, intercultural consumer behaviour, consumers and new technologies, consumer policy, and corporate sustainability. She is involved in several EU research projects on consumer behaviour and policy. For more than a decade she has been engaged in policy consultancy, e.g. as a member of the German Council for Sustainable Development and the Ethics Commission for Safe Energy Supply, both advising the German Chancellery. She is a member of the Bioeconomy Council and as of 2015, the new Advisory Council on Consumer Policy in Germany, both consulting the German federal government. In 2012, she was elected to become one of the 400 lifelong members of Germany's Academy of Technical Sciences. Lucia Reisch is also Editor in Chief of the Journal of Consumer Policy.

"The year 2015 is a true "year of sustainability" - the G7 calling for transparent sustainable value chains in the textile sector; the SDG Summit in New York celebrating a new worldwide effort to promote sustainability in all policies and calling for a common shared responsibility of corporations, governments and civil society; hopefully "crowned" by the upcoming Paris Summit. In all these effort, it is key to be able to measure, monitor and manage corporate impact on the social, environmental and economic dimension. It is hence worthwhile to test the currently available tools for impact measurement."



Nicole Voillat is Director of global sustainability program for the Bata Shoe Organization and the Bata Children's Program Foundation based in Lausanne, Switzerland, has been working in sustainability and CSR for the past 14 years with both the private and non-profit sectors. Key achievements as sustainability Director at Bata Shoe Organization include: Set up the sustainability program as well as the Bata Children's Program Foundation from scratch and successfully defined and implemented the company's sustainability strategy over 3 full cycles. Published the first Sustainability Review in 2013 and launched the Bata Life sustainability website in 2014. Previously Nicole Voillat worked for as SA 8000 social auditor, in private sector environmental awareness program at the World Conservation Union, in public-private partnership sector at the Global Alliance for Improved Nutrition (GAIN). Before that she worked for the International Committee of the Red Cross (ICRC) in 8 war-hit countries around the world as well as at the HQ in Geneva. She holds a Master degree (MSc) in Responsibility & Business Practice from the Management School of the University of Bath (UK) and a Master in Linguistics and Interpretation from the University of Zurich (Switzerland).

"Bata has been strengthening its efforts and capabilities in measuring and managing its impacts significantly. We have evaluated the impacts of our products throughout their life cycle, developed KPIs to track environmental and social impacts at the company level, and regularly carry out social audits at many of our factories. With the Bata Life Programme we have started to explore what impact our company has on the lives of people around the world. To truly align our efforts with the ambition of the SDGs we are looking for tools that help us quantify and value our impacts. Monetary valuation is especially significant for businesses, to ensure buy in from CEOs and CFOs."

Presentation: “Bata efforts in measuring, monitoring and managing your impacts “

Bata

efforts in measuring, monitoring and managing your impacts.



Bata

Life cycle analysis



Environmental cost of a product unit

Comparison

€ 2,37	€ 0,41	€ 0,22	€ 1,48
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Bata

2014 Baseline and Goals

ENERGY

In a year, Bata consumed 200 mio kWh of electricity and an amount of 7 mio liter of fuel. This amounts a cost of 27 mio USD.

The equivalent of the consumption of 8 city or even 1 and 7 tons of CO₂ eq.

GOAL: -5%

A potential saving of 1.4 mio USD per year.

WATER

In a year, Bata's 18 factories 1.7 billion liters of water were returned.

This represents the annual consumption of 38 000 inhabitants in India.

GOAL: -10%

GENDER

In 2014, 27% of the managerial and supervisory positions were occupied by women.

GOAL: +10%

WASTE

In a year, Bata manufacture generated 8000 tons of waste.

There is 100% knowledge on how to dispose.

A significant volume of resources that could be returned.

GOAL: -10%

VOLUNTEERING

BATA CHILDREN PROGRAM

In a year, Bata's employees donated 13 800 hours of their time to volunteering activities.

GOAL: +20%

SAFETY

In a year, 239 accidents reported in 18 Bata factories.

The average total cost of each accident is 187000 USD.

GOAL: 0

For the Life Cycle Analysis, see: www.bata.com

Bata

SOCIAL AUDITS



Bata

INTERVIEWS: THE BATA LIFE EFFECT



7.2 Roundtable 2: The role of civil society in the 2030 Agenda for Sustainable Development



Jan-Gustav Strandenaes is Senior Policy Adviser on Governance and Associate at Stakeholder Forum. He has worked with environment, sustainable development, governance and democracy issues since the 1970 's and always in connection with the UN system. He has extensive NGO experience developed through three decades in almost all continents in the world and has lectured and given workshops on the UN, governance, the environment and sustainable development, evaluated projects and organizations, advised governments on relations with civil society, chaired UN meetings and facilitated UN processes on the environment and sustainable development. He has followed and worked closely with the UN Commission for Sustainable Development since 1997. Jan-Gustav coordinated global NGO input into the UN CSD process and into preparatory process for the UN Conference on Sustainable Development in 2012 in Brazil. Since 2013, he has given several presentations and researched and written several papers for UNDESA on the Sustainable Development Goals, the SDGs, the High Level Political Forum, HLPF which is the home of the SDGs and how civil society can interact with the UN system in these contexts.

"We used to talk about the three pillars of sustainable development; social, environmental and economic. There are no longer pillars in the SDGs, there are dimensions, which is a very important development in understanding sustainable development issues. You can try integrating the pillars and they break; but you can actually integrate dimensions. This vision of integration permeates the agenda because no development can be achieved without it.

With the SDGs, UN has given non-state actors a larger say in these processes. They commit all of us to enhanced multilateral cooperation through a revitalized global partnership among nations and all the world's citizens. The doors are more open than ever. Now we have to step up and get involved."

Presentation:



The 2030 SD portfolio

- › The 17 SDGs with their 169 targets
- › The Addis Ababa Action Agenda
- › The Paris Climate Document (December 2015)
- › The review indicators (March 2016)
- › The annual High Level Political Forum, HLPF
- › The Reviews, national, regional, global
- › The Global Sustainable Development Report
- › The UN Environment Assembly, every 2 years

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The 17 Sustainable Development Goals



5

Civil society, NGOs, stakeholders

- › All members of civil society are NGOs, but not all NGOs are civil society .
- › The 9 Major Groups: Women, Children and Youth, Farmers, Indigenous peoples, NGOs, Trade Unions, Local Authorities, Science and Technology, Business and Industry (Agenda 21)
- › Stakeholders – has no legal status
- › Non Governmental Organisations have – ref UN Charter
- › Civil society- The Authorities-the Market

8

A change is coming

- › For civil society to be effective and have an impact, it needs to be organised, have and relate to institutions,
- › Civil society has changed
- › Is changing
- › Has to change
- › Some NGOs have larger memberships than recognised political parties have constituencies (Birdlife in UK)

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Representative of ... what?

- › Speaking for:
- › Speaking on behalf of:
- › Representing – experience over time
- › Representing - knowledge of issues
- › Representing - A bridge to grass-roots
- › Representing ? Delegates at intergovernmental meetings are also not elected
- › The issue of accountability

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Key governance issues for civil society

- › **Access**
- › **Participation**
- › **Relevance**
- › **Ownership**

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Two key challenges

- ▶ Understanding that the SDGs represent something entirely new – a break with the old North South Dichotomy
- ▶ Grasping, understanding and internalising the concept of universality, which is a ‘grundnorm’ in the SDG world

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a “We the Peoples” Agenda,

- ▶ a “to-do” list for people and the planet,
- ▶ a road map to ending global poverty,
- ▶ building a life of dignity for all,
- ▶ leaving no one behind,
- ▶ It is a clarion call to intensify efforts to heal our planet for the benefit of this and future generations

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SDG Characteristics

- ▶ They greatly expand upon the success of the Millennium Development Goals, but are vastly different;
- ▶ They are integrated, interlinked and indivisible;
- ▶ They are people-centred and planet-sensitive;
- ▶ They are universal — applying to all countries while recognizing different realities and capabilities.

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The SDGs have a value basis:

- ▶ They call for building **peaceful, inclusive and well-governed societies with responsive institutions** as the basis for **shared prosperity**.
- ▶ They recognize that we cannot reach our development goals without addressing **human rights** and complex **humanitarian issues** at the same time.
- ▶ They commit all of us to **enhanced multilateral cooperation** through a **revitalized global partnership** among nations and all the world’s citizens.

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The SDGs are challenging: Throughout the document these elements are repeatedly expressed

- ▶ Ethics, setting new standards, regulatory issues – common responsibility to people and planet
- ▶ The plans are aspirational, creative and innovative –
- ▶ The integration of the three dimensions, social, environment and economic permeates the agenda
- ▶ Integration of the SDGs and their targets into all prospecting, planning and implementation
- ▶ Reviewing the process of implementation of all SDGs and their targets annually
- ▶ Politically brave – local, national, regional and global level, for all countries

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SDGs – a paradigmatic change

- ▶ **The SDGs represent a paradigmatic change,**
- ▶ **not only for the UN and global politics,**
- ▶ **but in thinking about development in general terms**
- ▶ **The three dimensions of sustainable development are at the core of this thinking:**
- ▶ **No development can be had without integrating social, environmental and economical/financial matters –**

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The five Ps (from the Preamble to the Summit Declaration)

- ▶ **People**
- ▶ **Planet**
- ▶ **Prosperity** (not profit)
- ▶ **Peace**
- ▶ **Partnership**

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HLPF strengths

- ▶ It is innovative
- ▶ Its governance structure will allow integration of all stakeholders, in all contexts at all levels
- ▶ It is transparent
- ▶ It is flexible and dynamic
- ▶ It is the home of the SDGs

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HLPF has the potential to modernise the UN

- ▶ Points in the right direction
- ▶ Is politically high level
- ▶ Is universal and inclusive
- ▶ Conducts reviews and builds accountability
- ▶ Focuses on science and evidence based decisions
- ▶ Will be responsible for “the Global Sustainable Development Report”
- ▶ Sets new governance standards, identifies emerging issues

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HLPF Challenges

- ▶ It has a broad and undefined mandate
- ▶ It has a weak and untried structure - meaning what in a political reality?
- ▶ It lacks a steering mechanism, bureau or advisory board
- ▶ It does not own a secretariat
- ▶ It is not well resourced
- ▶ It integrates major groups and NGOs in a way never done before at the UN, how does this challenge existing procedures?

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Which privileges are given to MGs and civil society?

- ▶ Major groups and relevant stakeholders are referred to in 7 paragraphs: Paragraphs 8c; 13; 14; 15; 16; 22 and 24.
- ▶ Paragraph 16 is about the right to self-organise and includes other groups in addition to the 9 – paragraph 15 gives all out access, paragraph 22 invites to agenda setting

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The High Level Political Forum

- ▶ HLPF will be responsible for the coordination of the SDGs and the 2030 sustainable development plan
- ▶ HLPF will be central to the reviews and the indicators
- ▶ The Global Sustainable Development Report, the GSDR, will publish reviews, and
- ▶ countries, business, organisations that are engaged in the SDGs are encouraged to contribute to the GSDR

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Implementing the SDGs

- › It is costly – 3 – 5 trillions of dollars per year
- › ODA will continue to play a role for the poorest, but a dramatic overhaul of the aid/development thinking is underway – or is it?
- › The cost is in many countries integrated in existing plans – the SDGs are not the responsibility of one ministry but all ministries
- › A key element will be partnerships

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Reviews and indicators

- › Each goal and target will be furnished with indicators which will be used to estimate progress or lack thereof;
- › Innovation is needed to fuel progress
- › Capacity building and tech-transfer will be needed
- › Environmentally friendly technology will be needed
- › Science and research have been given important roles
- › Reviews of progress will take place on a national, regional and global level, and presented to the UN annually

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Necessary meetings that decide

- › HLPF – home of the SDGs, annually, June-July, 5+3 days, all participatory
- › The finance meeting, financing the process, annually, May, June, 5 days, all participatory
- › The Technology Facilitation Mechanism, annually, 2 days, all participatory
- › Regional Review and monitoring meetings, 2 – 5 days, annually, all participatory
- › UNEA, prep meeting in February, Assembly in May, 5 + 5 days, every other year, all participatory

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What does a global SD agenda mean?

- › It is not about upgrading aid to the global south
- › It is about changing our approach to development
- › It means that our local, national and regional priorities must reflect the global priorities
- › It calls for the understanding, integration, realisation and implementation on equal footing of the three dimensions of sustainable development

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What can NGOs/civil society do?

- › Participate at all levels
- › Participate in the reviews
- › Create their own reviews – shadow reports
- › Participate in implementation – through partnerships, and
- › Define partnerships
- › Work with business
- › Challenge and encourage parliaments to participate

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Some of our challenges

- › Real governance, at all times
- › Implementation and governance
- › Partnerships, by whom and for whom
- › Realise and accept the new paradigm, the North South dichotomy is gone
- › Integrating the three dimensions – is finance untouched, social issues overwhelming and environment window dressing?
- › Working for a systemic change

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8. Expert Panel



Chair: Fred Luks is the Head of the Competence Center for Sustainability. He has been involved in sustainability-related research, teaching and management for many years, for example as the Chair of the Vereinigung für Ökologische Ökonomie, an association of researchers active in ecological economics. Previously, he has been Principal Investigator of an interdisciplinary research project, a guest professor at the University of Hamburg, and Sustainability Manager of a large corporation. He is the author of numerous publications on sustainability-related topics, including eight books.



María Cortés Puch is the Program Leader of National and Regional Networks for the SDSN. The SDSN is building a global network of universities, research centers, civil society organizations to advance work on sustainable development and support the Sustainable Development Goals. Prior to joining the SDSN, she worked for UNESCO in Paris, the Spanish Office for Science and Technology in Brussels and the Polytechnic University in Madrid in the Science policy and Sustainable Development Division.

“Solid, well-defined indicators within the Monitoring and Evaluation (M&E) framework can become a management tool that governments use to re-define policies and stakeholders use to track the implementation process. M&E has the capacity to translate these very abstract SDG goals into concrete actions at all levels. One problem is measuring and harmonizing data from all the countries in the world, which is really unattainable with an upper limit of 100 global indicators. So SDSN proposed focusing on national indicators as well, which can be as numerous as each country decides and be focused on the priorities that each country has. In this respect, NGOs and companies have a role to play in increasing the data availability that we have.”



Benoît Simon is Associate Director of Planète Publique and a consultant in the field of evaluation of public policies since 2000. He is a member of the French Evaluation Society (co-animating the “Evaluation and sustainable development” group) and carried out several evaluation and strategic auditing works for the European Commission as a senior consultant at Euréval (DG TREN, DG SANCO, DG ENLARG, Europaid). He has carried out more than fifty evaluations of public policies and projects in the field of environment and sustainable development and several ones in the research field.

“The list of indicators for SDGs will not be sufficient for the reviewing progress for three main reasons. First, they are sector-based, which is not a good approach for cross-cutting issues. Second, they are context-related and not outcome-oriented, and third they are still very heterogeneous and depend on weak statistical data. What we would like focus on instead is the linkage, the enhanced coherence between sectors and between different actors. In terms of indicators, this means that we need cross-cutting and facilitating/hindering indicators, showing what prevents us to be on the right trajectory. This would be more important than monitoring or reviewing every five years where we are, because what matters here is the process.”



Markus Hametner is a Senior Researcher and Project Manager at the WU Institute for Managing Sustainability. He has a background in Ecology and Environmental Management. Since joining the institute in 2003, he has been working on monitoring and evaluating sustainable development. His current research activities focus on sustainable development and quality of life indicators on the EU level. He is involved in monitoring the implementation of the “Europe 2020” strategy and since 2008 has supported Eurostat in preparing its monitoring reports on sustainable development.

“For many years, we have been trying to measure how the EU progresses towards sustainable development as the Eurostat. This is quite a simple question but it is very difficult to answer. The picture is often a mix; we see progress in some areas, and low progress in others. So it is difficult to come up with a clear message to policy makers, even with 11 indicators, and say “We are progressing, we are on the right track”. With more than 200 indicators in the SDGs, I am worried about how we can give clear messages to policy makers and to public about the SDG progress. Another issue is how the SDGs are linked to the EU policy cycle. Who would be the responsible forum within the EU structure to take up the SDG monitoring and make decisions based on this?”



Niels Dabelstein is former head of Evaluation at Danida, Ministry of Foreign Affairs of Denmark and currently advising UNFPA, UN DESA, UNDP and the Canadian Government on evaluation policy and quality. Until 2012 he managed the Joint International Evaluation of the Implementation of the Paris Declaration. The evaluation received the American Evaluation Association’s 2012 Outstanding Evaluation Award. Until 2005 he was Chairman and then Vice Chairman of the OECD/DAC Working Party on Aid Evaluation. He has been a pioneer of joint evaluations and evaluation of humanitarian assistance in both Danida and internationally.

“One thing that we have to realize is the weakness of evaluation systems in developing countries. From my experience, data collection and statistics are very poor, evaluation culture is almost non-existent, evaluation systems within governments are very weak and evaluation experience is relatively low in developing countries. If we are to reach 2030 goals, we need immediate action on enhancing capacity building in there. One of the significant benefits of evaluation is not actually the final report, but the process itself. In the past, the evaluation process contributed to raising awareness about the Paris Declaration and encouraged political debate about its implementation, particularly in developing countries. Evaluation as an instrument in political debate should be recognized and used to that extent.”

9. The hosting Organizations



The WU Institute for Managing Sustainability has been active in the fields of Corporate Social Responsibility, corporate sustainability and responsible corporate conduct for over a decade. Our objective is to contribute to the achievement of sustainable development at all societal levels (i.e. individual, corporate, municipal, regional, national and international) by developing and applying scientific insight. For more information, please see www.sustainability.eu.



Austrian Development Agency (ADA) is in charge of implementing all bilateral projects and programmes of the Austrian Development Cooperation. Austrian Development Cooperation supports countries in Africa, Asia, South Eastern and Eastern Europe, Caribbean region in their sustainable development. For more information, please see: www.entwicklung.at.



European Evaluation Society (EES). The mandate of the European Evaluation Society (EES) is to stimulate, guide and promote the theory, practice and utilization of evaluation in Europe and beyond. Our vision is a world where evaluation contributes to human welfare through social learning. Specifically EES seeks to advance evaluation knowledge and to encourage adoption of good practices by fostering evaluation excellence, independence and partnerships. EES activities aim to support improved enabling environments for evaluation, stronger communities of practice, relevant evaluation research and enhanced evaluation methods. For more information visit: www.europeanevaluation.org/.

10. The organizing committee



André Martinuzzi is the Head of the Institute for Managing Sustainability (www.sustainability.eu), associate professor at the Vienna University for Business and Economics. For more than 10 years, he is functioning as the coordinator of EU research framework program projects, research projects for six EU Directorate General, the European Agency for Statistics, the UN Development Programme as well as for federal and state administrations. His research foci are Corporate Sustainability, Sustainable Policies, Evaluation Research and Knowledge Management.



Norma Schönherr is a Research Fellow and Project coordinator at the Institute for Managing Sustainability (www.sustainability.eu). She has studied Political Science in Maastricht, the Netherlands, and Toulouse, France, as well as Resource Economics in Berlin, Germany. She worked for a global environmental organization and as a policy analyst at an independent research institute before joining the institute. In her current position, she focuses on CSR and global development and specializes in the coordination of EU research projects.



Patricia Schindler is a Research Fellow in the area of sustainable development and corporate social responsibility (CSR) at the Institute for Managing Sustainability (www.sustainability.eu). She is working on EU research projects focusing on impact assessment of multinational companies on global development. She studied international development at the Vienna University as well as economics at the Ludwig-Maximilians-University in Munich. Before joining the team at the Institute for Managing Sustainability she was working within the NGO community as project assistant and was responsible for the organization and coordination of conferences in the area of Sustainability.

11. Participant List

Last name	First name	Organisation
Aichberger	Hildegard	ORF
Altenburger	Reinhard	IMC University of Applied Sciences Krems
Antic	Kristina	IEGE - Institute for Research in Environment Civil Engineering and Energy
Aumüller	Christine	Boku
Aversano-Dearborn	Valentina	RCE Vienna, WU Vienna
Bacher	Daniel	DKA Austria
Bachner	Christine	IMC University of Applied Sciences Krems
Ciecierska	Ewa	BfG
Csobod	Eva	Regional Environmental Center
Dabelstein	Niels	Danida, Ministry of Foreign Affairs of Denmark
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Gerstorfer	Sophia	BOKU Wien
Gramer	Daniela	respACT
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Hafner	Ottfried	GNS
Hametner	Markus	Institute for Managing Sustainability, WU Vienna
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Humer	Alexandra	Concordia
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Kainz-Traxler	Katharina	ICEP
Kern	Magdalena	Light for the World
Koch	Lisa	Student at University of Vienna
Kohlweg	Karin	Austrian Development Agency
Kroll	Christian	Bertelsmann Stiftung
Lange	Lisa Katarina	Institute for Managing Sustainability, WU Vienna

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Luks	Fred	Competence Center on Sustainable Development, WU Vienna
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Meier-Kajbic	Sylvia	Federal Ministry for Europe, Integration and Foreign Affairs
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Meyer	Wolfgang	Center for Evaluation, Saarland University
Mindler-Steiner	Johannes	Institute for Environment, Peace and Development
Moshammer-Mischkof	Stefanie	University of Vienna
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Naletova	Inna	GIZ
Neuhold	Birgit	Federal Ministry of Science, Research and Economy
Okocha	Chryss	We-Koch Nigeria
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Picciotto	Robert	European Evaluation Society
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Schönherr	Norma	Institute for Managing Sustainability, WU Vienna
Schubert	Uwe	WU
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Schwendenwein	Joachim	21st Corporate Development
Serre	Helmut	Amt der Kärntner Landesregierung
Simon	Benoit	Institute for Managing Sustainability, WU Vienna
Spiegel	Sonja	Federal Ministry of Health
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Tschulik	Andreas	Federal Ministry for Agriculture, Forestry, the Environment and Water Management
Voillat	Nicole	BATA Brands SA

Last name	First name	Organisation
Wigboldus	Seerp	Centre for Development Innovation, Wageningen UR
Wiman	Adele	Institute for Managing Sustainability, WU Vienna
Wipfel	Hildegard	KOO-Koordinierungsstelle der Bischofskonferenz
Wolf	Angeline	FH Krets
Zahrnt	Angelika	Friends of the earth Germany
Zednicek	Linda	WWF Austria



Evaluating the Sustainable Development Goals

New Challenges for
Research, Policy and
Business