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## **Final Report on illustrative work to pilot governance in the context of the SDGs**

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## Acronyms

|                  |  |
|------------------|--|
| <b>Bappenas</b>  | <b>Ministry of National Development Planning, Indonesia</b>  |
| <b>BPS</b>       | <b>Badan Pusat Statistik - National Statistics Agency, Indonesia</b>                                   |
| <b>CSDB</b>      | <b>2015 Civil Society Development Barometer</b>  |
| <b>EC</b>        | <b>European Commission</b>   |
| <b>EU</b>        | <b>European Union</b>  |
| <b>IAEG-SDGs</b> | <b>Inter-agency and Expert Group on Sustainable Development Goal Indicators</b>                        |
| <b>IPMG</b>      | <b>Integrated Policy Management Groups, Albania</b>  |
| <b>MAPS</b>      | <b>Mainstreaming, Acceleration, Policy support</b>   |
| <b>MDGs</b>      | <b>Millennium Development Goals</b>  |
| <b>MDG-9</b>     | <b>Special ninth MDG on good governance, Albania</b>   |
| <b>NSDI</b>      | <b>National Strategy for Development and Integration, Albania</b>                                      |
| <b>NSI</b>       | <b>National Statistics Institute, Tunisia</b>  |
| <b>ONS</b>       | <b>Office of National Statistics, UK</b>   |
| <b>PFMS</b>      | <b>Public Financial Management Strategy, Albania</b>   |
| <b>RGB</b>       | <b>Rwanda Governance Board</b>   |
| <b>RGS</b>       | <b>Rwanda Governance Scorecard</b>   |
| <b>RPJMN</b>     | <b>Rencana Pembangunan Jangka Menengah Nasional – National medium-term development plan, Indonesia</b> |
| <b>SDGs</b>      | <b>Sustainable Development Goals</b>   |
| <b>SHaSA</b>     | <b>Strategy for the Harmonization of Statistics in Africa</b>  |
| <b>UK</b>        | <b>United Kingdom</b>  |
| <b>UN</b>        | <b>United Nations</b>  |
| <b>UNDP</b>      | <b>United Nations Development Programme</b>  |

## Preface

In the latter part of 2014, a group of countries started on an initiative to pilot illustrative work on governance in the context of the discussions on the Sustainable Development Goals. At the time, SDG “Goal 16” as we now know it did not exist, but the fundamental aspects of peaceful, just and inclusive societies under discussion in the Open Working Group were already of significant interest to a number of countries.

Member States willing to champion such a goal and targets, raised the following questions: if we could start now, to work on the aspects of peace, justice and institutions under consideration in the OWG, where would we start and what would we prioritise?

That was the start of an interesting initiative that UNDP has been proud to support in the five pilot countries – Albania, Indonesia, Rwanda, Tunisia and, at a later stage, the United Kingdom – who volunteered to address these questions. The process of showcasing the feasibility of measuring governance-related targets through the pilot work, including in global and national consultations, helped to confirm the importance of including Goal 16 in the overall SDG framework. Similarly, as the Inter-Governmental Negotiations progressed during 2015, Pilot countries merged initial thinking more and more closely to take account of the actual contents of Goal 16 and to prepare more deliberately for implementation.

Each country has approached the basic questions differently, mindful of its own national policy space and unique characteristics. The challenges faced by Indonesia, across many millions of square miles of the Pacific Ocean, are different from those faced by densely-populated and landlocked Rwanda, and so are the solutions.

At the same time, the approaches to the Pilot work have raised a set of common challenges:

- How to mainstream Goal 16 into national planning processes?
- How to identify and prioritise indicators for measuring the many different elements of Goal 16?
- How to ensure real inclusion of many different types of stakeholders to monitoring progress?
- How to build effective partnership for delivery of Goal 16?
- How to build vertical policy coherence from national to local level?

In starting to come up with answers to these key questions, different pilot countries have invested in national and local consultations, facilitating inputs from a wide range of individuals and organisations, including representatives from both local and international civil society, governments, the private sector, academia and non-affiliated experts.

The lesson-learning element of the initiative has been an essential part of the process, within countries and between countries. A defining characteristic of the Pilot Initiative has been its ability to facilitate coopera-

tion and exchange of knowledge and experience on approaches to fostering peaceful, just and inclusive societies. The two global workshops (in Tunis and Kigali) have played a key role in achieving that objective.


In wrestling with the key questions, the pilot countries have also helped to focus international attention on the common elements which will underpin delivery of Goal 16, in all countries, in the years and decades to come – planning, monitoring and reporting, lesson learning, and building partnerships.

The pilot countries have emphasised that whilst measuring Goal 16 is a challenge, more data is available on peace, justice and institutions than is often assumed. Difficult as it may be, developing national goals, targets and indicators for promoting peaceful, just and inclusive societies is certainly not an impossible task.

By publishing this report, UNDP is keen to contribute to this ongoing, collective global effort, and to play our part – alongside colleagues in Member States, UN agencies, civil society, private sector entities and a range of other stakeholders – in helping countries to promote peaceful, just and inclusive societies.



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- the Republic of Tunisia, in particular the Presidency of the Government, for its assistance, advice and active participation in hosting the first international workshop in Tunis, in April 2015;
- the Republic of Rwanda, in particular the Rwanda Governance Board, for kindly hosting the final global workshop in Kigali in February 2016;
- government representatives and participating ministries from each of the five participating countries that implemented the pilot initiative;
- participants in each of the local and national consultations and global workshops, including representatives of other countries who contributed their own perspectives and came to the Global Workshops to learn from the experience of the pilot countries.

This final report was prepared by Corrado Quinto, on the basis of an initial Interim Report drafted by Roshni Menon in September 2015. It has benefited from comments from colleagues at UNDP and our partners in the five participating countries.

## Executive Summary

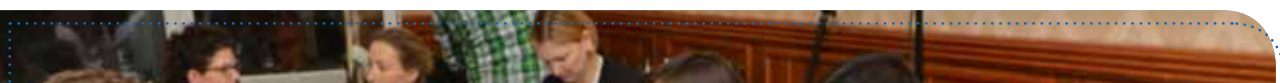
During 2014 and 2015 the United Nations Development Programme (UNDP) worked with five Member States – Albania, Indonesia, Rwanda, Tunisia and, at a later stage, the United Kingdom (UK) – to consider approaches to implement and monitor relevant national goals, with associated targets and indicators. The Pilot Initiative aimed to enhance the readiness of participating countries to integrate such goals and related targets into national planning processes, as well as to operationalise their delivery after the adoption of the Sustainable Development Goals (SDGs) in September 2015.

The Pilot Initiative was also expected to facilitate cooperation and exchange of knowledge and experience between countries and assist in identifying champions in each region, whose early start on this type of work could serve as an example for other countries to follow. To this end, global workshops were convened in Tunis in April 2015, and in Kigali in February 2016, to review challenges and lessons learned from the five countries undertaking the initiative, and to consider the transition from piloting to implementation, as well as putting activities into the context of the overall MAPS framework for implementation of the SDGs, and emerging work on localisation.

### *Emerging lessons and trends from the pilot countries' experience*

In the course of their work on the Pilot Initiative, the different countries all engaged in one way or another with the common elements which will underpin delivery of Goal 16 on peace, justice and institutions in all countries in the decades to come – planning, monitoring and reporting, lesson learning, and building partnerships. The main issues arising can be summarised as follows:

**Collecting, identifying and prioritising indicators:** The large number of indicators chosen for consideration by some countries in the initial phase of the Pilot Initiative required them to condense the numbers of indicators for proportional monitoring. Experience from pilot countries suggests that to get a full picture of governance-re-



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