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16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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

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Acronyms

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

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.

Patrick Keuleers
Director and Chief of Profession
Governance and Peacebuilding
Bureau for Policy and Programme Support
United Nations Development Programme

Pedro Conceição
Director and Chief of Profession
Strategic Policy
Bureau for Policy and Programme Support
United Nations Development Programme

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- the range of development partners who supported the process through funding for UNDP's Post-2015 work as a whole: Republic of Korea, France, Germany, Italy, Japan, Norway.

- 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-

lated issues in a country, several types of indicators – including administrative records and survey-based data, at both the input and outcome levels – should be used to cross-check results towards a single target.

Disaggregating data from international sources: Several countries identified the importance of disaggregating data where possible by income level, gender, age, race, ethnicity, immigration status, disability, geographic location and other characteristics specific to a country.

Localising at the sub-national level, *vis-à-vis* universalisation and harmonisation of indicators: Experience from the pilot countries confirms the importance of balancing specific and contextualised indicators that capture the richness of information at the national and sub-national levels, whilst still being internationally comparable and capable of being harmonised across countries.

Reconciling an emphasis on indicators with appropriate policies and processes that lead to change: The need to link policies with practice and service delivery was identified by some pilot countries. Countries have also organized themselves in very different ways at the institutional level to address this interface, and begin the process of implementing Goal 16.

Assimilating targets and indicators into existing national development plans and policies: During the planning stage, many of the Pilot countries were able to leverage existing capacities within the country to measure and monitor the proposed targets.

Working in partnership with multiple stakeholders: multi-stakeholder partnerships, between civil society and government in particular, have been useful in advancing work on identifying and refining relevant targets for monitoring in several countries. The involvement of, and coordination between, statistics offices, other government agencies and academics have facilitated efforts to develop an integrated lists of indicators. This experience suggests that partnerships at all levels – through consultation in local communities, at the regional and provincial level, across government, and between government actors and stakeholders in oversight bodies, in civil society and the private sector – will be essential for progress on Goal 16.

The way forward

Experience in the pilot countries needs to be put in to the context of priorities for implementation, including the overall Mainstreaming, Acceleration and Policy Support (MAPS) approach to implementation, and ongoing efforts to localise the SDGs at community level.

The MAPS approach already pays special attention to crosscutting elements of partnerships, data and accountability – all familiar themes from the pilot work. In addition to highlighting the importance of planning, which will be a key theme of the MAPS approach, the Pilot work has also helped to emphasise that successful implementation of Goal 16 will be essential to ensuring subsequent progress on all other goals.

To capture more robust information on progress towards the realisation of Goal 16, a range of data types and sources, including administrative data, experiential, perception-based surveys, and expert assessments is likely to be needed. Experience from the Pilot work suggests that an indicator framework should draw on both official and reliable third party data sources, including data produced by the UN and other multilateral institutions, civil society organisations, research institutions, academia and the private sector.

The Pilot work has also demonstrated the importance of initiatives to help localise Goal 16 targets, with regional and local Institutions, and further attention will be needed on this as part of SDG implementation. Localising development should be seen as a process based on the empowerment of local stakeholders, rather than a translation of global policies within local contexts.

1. Introduction: approaches to governance in the context of the SDGs

In 2012[1] the UN Member States convened for the Rio+20 Conference on Sustainable Development where the request to develop an open and broad consultation process with technical support from the UN system formed part of the outcome document. This document also tasked the General Assembly to set up an Open Working Group (OWG) to develop a set of SDGs to build upon the Millennium Development Goals (MDGs), and resolved to establish an inclusive and transparent intergovernmental process on sustainable development goals.

Goal 16 has a central place in the 2030 Agenda because it will ensure the principles of accountability, participation, and transparency that underpin implementation and localisation of the SDGs in all countries around the world. The inclusion of the Goal in the wider SDGs framework reflects the growing acceptance that issues related to peace, security, voice and accountable governance are critical drivers of development progress and have a direct bearing on the achievement of all the other SDGs. In turn, the wider push towards achieving a more peaceful, just and inclusive world will not be successful unless the specific targets of Goal 16 are met to address crucial areas of security, peace, access to information and justice, open and effective institutions and decision-making and fighting corruption and illicit financial flows, amongst others.

An initiative to pilot work on governance in the context of the SDGs was launched during 2014 to illustrate the feasibility and measurability of the targets being discussed in the Open Working Group, which have crystallised into what is now well known as Goal 16[2].

The United Nations Development Programme (UNDP) has been working with five Member States – Albania, Indonesia, Rwanda, Tunisia and, at a later stage, the United Kingdom (UK) – to consider relevant approaches to implement and monitor relevant national goals, with associated targets and indicators. The pilot project has aimed to enhance the readiness of participating countries to integrate such a goal 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 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. The pilot process was, and still is, particularly relevant to the implementation of Goal 16 of the SDGs, on promoting peaceful and inclusive societies, providing access to justice for all and building effective, accountable and inclusive institutions.[3]

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[1] Further information on the Rio+20 UN Conference on Sustainable Development is available at: http://www.uncsd2012.org/

[2] United Nations (2014). Open Working Group proposal for Sustainable Development Goals, New York: United Nations. Available at http://sustainabledevelopment.un.org/focussdgs.html. (Hereafter referred to as the Open Working Group Report).

[3] See table below for a full listing of SDG Goal 16, related targets and means of implementation. It should be noted that this goal does not explicitly refer to 'governance,' and consultation around implementation took place within some Pilot countries before the final wording of the SDGs was formally agreed. Para 35 of the Outcome Document on the 2030 Agenda (12 August 2015) does now formally include a reference to governance: "The new Agenda recognises the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions. Factors which give rise to violence, insecurity and injustice, such as inequality, corruption, poor governance and illicit financial and arms flows, are addressed in the Agenda".

The initiative was launched to support interested Member States and partners to field test relevant national goals and targets so that they could begin assessing both their data capacity needs and measure progress on particular targets. All the SDGs are unique in requiring all countries to report against progress using a set of international indicators and this represents a particular challenge as many countries do not have much experience collecting 'governance data' – a nascent branch of statistics which has very contested and/or underdeveloped standards and methodologies.

While every national context is unique, as countries pursue different approaches, prioritise different content and sequence activities in distinct ways, pilot countries were expected to roughly follow the following phases of work, which included: (1) designing and defining feasible goal(s), targets and indicators for measurement; (2) piloting the nationally-determined goal(s); and (3) engaging in outreach and dissemination activities. The inclusion of countries at very different levels of development is a key strength of this project: the universal nature of the SDGs and their associated reporting requirements make documenting a wide range of experiences essential in helping different countries develop context-appropriate strategies going forward. This report outlines and assesses the results from the different phases of work, entailing the formulation of a national goal with associated targets and indicators, as well as field testing the specific goals, targets and indicators previously identified. Finally, the report projects forward to examine the stage of implementing and tracking nationally-led work to deliver peaceful, just and inclusive societies through Goal 16 and the SDGs as a whole.

Assessing progress being made towards achieving the SDGs, in addition to agreeing appropriate indicators, will require the setting of baselines to assess where individual countries currently are, and to measure advances against where they want to be by 2030. In fact, the tracking of progress against a range of different targets has been variable throughout the MDG period, with the least data and data methodology historically being available in the area of governance (in addition to environmental sustainability, infrastructure and energy).[4] This has led to some discrepancies and inconsistencies between national and international data sources, and occasional misalignment between globally-set goals and national capacities, making review processes challenging.

According to the 2030 Agenda for Sustainable Development *"The SDGs and targets are integrated and indivisible, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. Targets are defined as aspirational and global, with each government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each government will also decide how these aspirational and global targets should be incorporated in national planning processes, policies and strategies…."* With the aim of establishing criteria for enhancing national plans, whilst avoiding an à la carte approach, the UN Development Group has provided Member States, through UN Country Teams, with guidance for **Mainstreaming** the SDGs into national processes, **Accelerating** progress on the most urgent priorities and offering dedicated **Policy Support** across a range of sectors – the so-called MAPS approach[5].

Support through MAPS matters because the SDGs framework offers opportunities for countries to strengthen national country systems and statistical capacities so that "data collected at the national and sub-national level

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[4] Kaufmann and Penciakova, 2010, and Corduneanu-Huci, C., Hamilton, A. and Masses-Ferrar, I. (2012) Understanding Policy Change: How to Apply Political Economy Concepts in Practice. The World Bank: Washington DC.

[5] For further details, see section 4 of this report.

may be more efficiently translated into reliable and relevant data for global monitoring."[6] To enhance work on measurement, the UN Statistical Commission has created an Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs), composed of Member States and including regional and international agencies as observers, to provide a proposal of a global indicator framework (and associated global and universal indicators) for the monitoring of the goals and targets of the post-2015 development agenda at the global level.[7] The Outcome Document of the 2030 Agenda[8] requires IAEG for consideration by the UN Statistical Commission at its forty-seventh session in March 2016[9] and later presented to the designated inter-governmental process for its adoption.

The work of the IAEG may be particularly relevant for Goal 16 due to perceived sensitivities over its contents and the need to ensure national policy space, whilst achieving buy-in and national ownership.[10] The overall challenge to "leave no one behind" will also require the disaggregation of SDG indicator data to determine the potential progress of disparate groups. The Virtual Network[11] of indicators for Goal 16 agreed that many of the indicators in Goal 16 and other SDGs will need to be disaggregated along key dimensions (including age, disability status, gender, social group, income levels, migratory status, and location, among others). In this way, policymakers can properly assess that peace, justice, and effective institutions are reaching the most vulnerable, the poor and those who may be otherwise left behind in the development process and thereby potentially aggrieved.[12]

These challenges provide the context for the work which the Pilot countries undertook through the different phases of the Pilot Initiative.

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[6] Chen et al. 2013

[7] UN, 2016.

[8] According to paragraph 75 of the outcome document of the Agenda 2030: The Goals and targets will be followed-up and reviewed using a set of global indicators. These will be complemented by indicators at the regional and national levels which will be developed by member states, in addition to the outcomes of work undertaken for the development of the baselines for those targets where national and global baseline data does not yet exist. The global indicator framework, to be developed by the Inter Agency and Expert Group on SDG Indicators, will be agreed by the UN Statistical Commission by March 2016 and adopted thereafter by the Economic and Social Council and the General Assembly, in line with existing mandates. This framework will be simple yet robust, address all SDGs and targets including for means of implementation, and preserve the political balance, integration and ambition contained therein.

[9] UNSC forty-seventh session (March 2016) http://unstats.un.org/unsd/statcom/47th-session

[10] It is important that social and political contexts (risks and opportunities) are identified and addressed as implementation strategies are developed at the national level for Goal 16.

[11] The Virtual Network for the Development of Indicators for SDG16 brought together various experts and stakeholders, including development practitioners, statisticians, UN agencies and civil society Organisations to reflect on the best possible set of indicators for measuring governance, justice, peace and security in the Post-2015 development framework. The Virtual Network Sourcebook on Measuring Peace, Justice and Effective Institutions can be found here: http://www.undp.org/content/dam/undp/library/Democratic%20 Governance/Virtual%20Network%20on%20Goal%2016%20indicators%20-%20Indicators%20we%20want%20Report.pdf The network is also planned to support the work of the Praia Group on Governance Statistics.

[12] Available at: http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/the-indicators-we-want.html

BRIEF OVERVIEW OF GOAL 16

The centrality of achieving open and inclusive societies, as well as effective and accountable institutions, is recognised in the Goal 16 as it was proposed by the Open Working Group in July 2014 and approved by the UN General Assembly in September 2015.

There are 10 indicators and two means of implementation in the Goal, i.e.

16.1. Significantly reduce all forms of violence and related death rates everywhere

16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children

16.3. Promote the rule of law at the national and international levels, and ensure equal access to justice for all

16.4. By 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime

16.5. Substantially reduce corruption and bribery in all its forms

16.6. Develop effective, accountable and transparent institutions at all levels

16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance

16.9. By 2030 provide legal identity for all including birth registration

16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.a. Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime

16.b. Promote and enforce non-discriminatory laws and policies for sustainable development

2. The different phases of the Pilot Initiative

2.1 Phase one: identifying targets and indicators

During the inception phase of the Pilot, countries began the process of discussing and identifying the key priorities for action on governance in the context of the SDGs, including identification of preliminary indicators for tracking the priorities in key governance-related areas. A brief outline of key achievements by country is provided below, followed by an assessment of selected themes from the first phase.[13]

Initial prioritisation

In **Albania**, the decision to participate in the pilot work could be seen as an extension of an effort to implement a special 9th MDG goal (MDG-9) initially designed in 2004, and made more ambitious in 2008, to establish and strengthen good governance. The country's decision to develop and test governance targets and indicators as part of the UN SDGs framework, was aimed at integrating good governance performance measures and indicators into the National Strategy for Development and Integration (NSDI), 2015-2020. The Strategic Planning and Development Unit at Prime Minister's Office (PMO) as the central policy coordination body, took the lead of the whole process. After an exhaustive analysis of national sectoral strategies, as well as national, regional and international data sets, a master list of some 120 potential governance targets and indicators was identified. These 120 proposed indicators were then assessed according to their relative fit or support to the government's six strategic priorities,[14] and to the main target areas prioritised by the national government. Thereafter, the full list of indicators chosen for tracking was condensed down to a shortlist of 21 cutting across such governance dimensions as accountability, transparency, participation and predictability. They were grouped based on the NSDI chapters. A validation assessment confirmed the sources of data, the "producer" of the data (i.e. institution or organisation responsible for producing the data), the systems used to produce the data and for those indicators that required systems work, a quick assessment of time/resources needed to develop/implement supporting measurement/reporting systems.

In **Indonesia**, targets under Goal 16 were split into three separate themes, each headed by a Working Group vested with the responsibility of developing different context-specific approaches, both at the national and provincial levels: (1) democracy and inclusive societies, (2) human rights and justice, and (3) inclusive and accountable institutions. A wide range of stakeholders, including civil society organisations, academics and national and sub-national governments, were engaged during the process of designing the pilot in Indonesia. Initially, a set of 40 potential indicators was identified for all targets of Goal 16. Thereafter, five special targets directly linked to the indicators addressed in the country's medium-term development plan (RPJMN,

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[13] For a more comprehensive country-by-country assessment of activities undertaken during the initial phase of the pilot work, the synthesis paper of the pilot project, as well as individual country reports.

[14] The six national strategic priority areas defined by the government of Albania after the parliamentary elections of June 2013 are: (1) innovative good governance; (2) access to clean water; (3) energy; (4) foreign direct investments; (5) land and property; and (6) structural reform of the tax system.
development framework. The Virtual Network Sourcebook on Measuring Peace, Justice and Effective Institutions can be found here:
http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Virtual%20Network%20on%20Goal%2016%20indicators%20-%20Indicators%20we%20want%20Report.pdf The network is also planned to support the work of the Praia Group on Governance Statistics.

Rencana Pembangunan Jangka Menengah Nasional) 2015-2019 were identified. These mapped on to five of the 10 targets of Goal 16, including those on promoting the rule of law (16.3), on reducing corruption and bribery (16.5), developing effective, accountable and transparent institutions (16.6), on ensuring responsive, inclusive, participatory and representative decision-making (16.7) and on providing legal identity for all (16.9). Similar efforts to incorporate these targets in local planning documents were initiated at the sub-national level in the provinces of Jogjakarta and Aceh.

In **Rwanda**, an elaborate system for data collection was already in place, with baselines and targets, which is currently used for tracking progress in governance, rule of law and security. It therefore used existing infra-structure to test and improve on the indicators that relate to the governance and rule of law thematic areas, including state capacity, inclusiveness, transparency, civil society participation, anti-corruption, inclusion and non-discrimination, justice and the rule of law, political rights and accountability. The government of Rwanda, through the Rwanda Governance Board (or RGB, the government institution responsible for generating data related to governance and documenting and assessing the impact of home-grown initiatives) started producing the Rwanda Governance Scorecard (RGS) in 2011. The RGS, which consists of eight composite governance indicators, 36 sub-indicators and 163 variables, was an important element of the piloting exercise in Rwanda because of the relationship to Goal 16 – including 16.1 (on violence and related deaths), 16.3 (on rule of law), 16.5 (on anti-corruption), 16.6 (on accountable and transparent institutions), 16.7 (on participatory and representative decision-making) and 16.10 (on public access to information).

In **Tunisia**, the choice to pilot the sustainable development goal on governance was framed against the backdrop of the revolution in the country, underlining the importance of the legal dimensions of human rights, individual freedoms and the rule of law. Nine targets and 89 indicators were identified during the first phase of piloting work, which were based on the proposal of the General Assembly Open Working Group. Two of the targets of Goal 16 (16.2 on ending abuse, exploitation and trafficking of children and 16.4 on reducing illicit financial flows and combat organised crime) were merged into one and target 16.1 (on reducing violence) was integrated with the other targets. In addition, an extra target, relating to the promotion of citizen engagement and participation, was introduced. Special efforts were made to ensure that the voices of civil society

organisations and other local stakeholders were included. In addition, a technical working group sought to build on the Strategy for the Harmonisation of Statistics in Africa (SHaSA)[15] initiative, which has developed its own detailed and harmonised methodology to collect data on governance-related themes across countries in Africa.

Finally, the **United Kingdom** has been a consistent proponent of the notion that governance plays a critical role in the Sustainable Development Goals (SDGs). This support is based on the fact that good governance is considered an essential prerequisite for sustainable and inclusive development.[16] The UK's Office for National Statistics (ONS) has undertaken work to assess the extent to which existing available data sets map onto Goal 16 of the SDGs. Thinking has gone into exploring data sources to track progress against the indicators, and assessing whether reporting arrangements within the UK are relevant to reporting on these issues. The UK, as an OECD country, faces quite a different set of challenges. While there are many datasets on some of these indicators in existence e.g. British Social Attitudes Survey, crime data etc., and these are disaggregated quite well, much of this data is collected by different departments and there is little history of coordinating and reporting these to the UN. Building on its funding of the pilot initiative, the UK maintains an ambition to continue its thought leadership on Goal 16 implementation.

Working with institutions

Each pilot country started implementing the initiative by involving, from the beginning, different bodies of the State apparatus that have contributed with their different but complementary competences and views.

In **Albania** the strategic planning and monitoring processes for the pilot project are the responsibility of the Strategic Planning and Development Unit, part of the Department for Development Programming, Financing, and Foreign Aid (DDPFFA) at the Prime Minister's Office (PMO). A Delivery Unit established at the PMO to coordinate and facilitate with line Ministries and central and local agencies the achievement of the six national priorities, which includes also the achievement of four indicators from amongst those proposed by the IAEG-SDG from monitoring at the global level. Key government and development stakeholders were also consulted. Several meetings were organised with different line ministries to discuss the importance and the available targets for each of the indicators. In addition, consultative meetings were organised with the participation of CSO, academia, local governments and development partners.

In **Indonesia** three Working Groups were created, namely "Democracy and inclusive society"; "Human rights and access to justice"; "Inclusive and accountable institutions". A number of State departments have supported the National Statistic Agency – Banan Pusat Statistik (BPS), by directly contributing to the identification and selection of indicators related to governance, among others the Ministry of Home Affairs, Ministry of Law and Human Rights, Ministry of Foreign Affairs, the National police, the Attorney-General, the Corruption Eradication Commission and Local Governments.

In **Rwanda**, the RGB was a key partner in conducting national consultative initiative for piloting SDGs. Its mandate, assigned by the Government of Rwanda, makes it the institution responsible for generation of data

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[15] For more information, see: African Union Commission (AUC), the African Development Bank Group (AfDB), and the Economic Commission for Africa (ECA), Strategy for the Harmonisation of Statistics in Africa (SHaSA), 2011. Accessible at http://auc-statdivision.voila.net/pdfstat/SHaSA_strategy.pdf.

[16] 'David Cameron's Speech to the UN.' Available online at: https://www.gov.uk/government/speeches/david-camerons-speech-to-un

related to governance and policy advocacy in Rwanda, to be the lead institution in this process in collaboration with other public institutions such as the National Capacity Building Secretariat, in assessing and defining Goal 16 targets and indicators and the monitoring framework. The RGB publication tools, such as the Rwanda Governance Scorecard (RGS) and the Citizen Report Card (CRC) have been an important part of this process.

The main partners for the Pilots initiative in **Tunisia** were: (a) The Presidency of the Government, which continues to lead the initiative (following a government reshuffle in January 2016 a new Ministry of Public Service, Governance and Anti-Corruption was created which became the main partner of the initiative); (b) the National Statistics Institute, which provided the necessary quality assurance in the definition and measurement of the indicators. Key partners included the Ministry of Development, Investment and International Cooperation (in charge of developing the new five-year plan), the different line ministries involved with the Tunisian approach to promoting peaceful, just and inclusive societies (such as the Ministries of Interior, Justice and Finance), civil society organisations and UN agencies (namely the High Commissioner for Human Rights with whom synergies were established regarding the development of human rights indicators in Tunisia). The second phase also involved a new key partner that did not participate in the first phase, namely the Parliament.

Different departments and legal entities are involved in the collection of relevant data to contribute to the **UK**'s effort to monitor the Targets of Goal 16. Of course, given the different individual priorities and modus operandi of these entities it was essential to develop a central mechanism to ensure the timely, consistent, and quality collection of data and the generation and scrutiny of relevant reports. In the UK these different elements are managed by three departments: the Cabinet Office,[17] the Treasury, and the ONS. Other institutions provided their assistance with regard to specific targets. For instance, the Home Office and the Department for Education were tasked with leading on target 16.2, the Ministry of Justice on target 16.3, and the General Register Office for target 16.9.

2.2 The Global Workshop in Tunis: lessons learned from the first phase

Several months after the pilot project was launched, a global workshop was convened in April 2015 in Tunis to review findings and recommendations from countries undertaking the initiative, and to discuss experiences, lessons learned and common threads from the initial phase of the pilot work. It provided an opportunity for policy-makers from the pilot countries to interact with officials from other countries that are grappling with similar issues around governance monitoring, as well as with experts and civil society members from around the world. Participants benefitted from cross-country, South-South and even South-North learning. The agenda and the list of participants from the Tunis workshop are attached in Annex 2.

The workshop also provided an opportunity for participants to reflect on the bottlenecks and challenges they faced during the initial stage of the pilot, as well as to consider next steps for implementing the second phase of the initiative. Participants broke into working groups on the second day of the workshop to consider in more detail

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[17] The role of the Cabinet Office is to support the Prime Minister and ensure policy coordination across government. It is also the corporate headquarters for government, in partnership with HM Treasury. Essentially, by signaling the importance of the SDG process to different departments and convening coordination meetings between them, the Cabinet Office will ensure that the political will and transaction costs associated with the coordinated reporting requirements of reporting and monitoring progress against Goal 16 are met.

the experience of individual pilot countries and to discuss ways of addressing some of the particular constraints which had been observed. Many of these discussions provided additional insights into the common themes that had already been identified during the pilot process, whilst others brought new issues to the forefront.

Constraints around collating, identifying and prioritising indicators

Extensive discussions were held around how to collect data in different countries, how to think about measuring different aspects of governance, which types of indicators to use (i.e. composite, perception, process, capacity, input, output, outcome indicators and administrative data, amongst others) and on strategic questions around the purpose of indicators. There was agreement around the fact that indicators must be relevant, reliable, insightful, interpretable and communicable. They need also to be globally and universally meaningful, whilst still being contextualised as necessary. Ideally, they should be anchored in the framework of human rights and be timely, simple, specific and amenable to disaggregation.

The large number of indicators chosen for consideration by many countries in the initial phase of the pilot raised the issue of how to condense the numbers of indicators for proportional monitoring, in order to contribute to global processes. For example, **Tunisia** initially proposed 89 indicators to measure nine different targets. This suggests that it is possible to work with a broader group of indicators to collect data on a range of different areas, but it may not be feasible to uniformly track all these indicators, due to capacity constraints. The high number of indicators also led the national partners to request the possibility of developing composite indicators or indices that may allow simplification of the SDG analysis. Discussions on how to prioritise indicators often centred on the types of indicators to use, as there was felt to be an acknowledgement among Member States at the international level during the Intergovernmental Negotiations on the Post-2015 Agenda that the number of global indicators should be limited and ideally should include multi-purpose indicators that address several targets at the same time.

Some participants at the Tunis workshop remarked that in order to garner a full picture of governance-related issues in a country, several types of indicators (i.e. administrative record, survey-based data, both at the input and outcome indicators' levels) should be used to cross-check results within a single target area. Another set

of comments centred on the importance of using indicators that are driven by objective data generating methodologies. There is a need to go beyond perception and experienced-based or expert opinion-based indicators, as these are not designed for inter-temporal comparability.[18]

Meanwhile outcomes, or output indicators, are also important. Tracking allocations within state budgets, or by donors on particular areas, may not be meaningful if this does not generate change on the ground. In these cases, using output indicators may yield more information on how things have changed in practice. Separately, the use of proxy methodologies to measure change was discussed. For example, assessing the performance of government institutions, such as the judiciary, in dealing with corruption may be one way of building national targets and measuring instruments. This, however, must be complemented by the development of process indicators to assess capacity within institutions. Therefore, if countries are attempting to capture changes in personal security through tracking the crime rate, there is an institutional component that must also be factored in. Finally, one participant cautioned against an over-reliance on composite indicators, as these can be difficult to use and communicate in practice. Benchmarking performance to composite indicators could also be particularly difficult, as indices are usually driven by performance in only one or two areas, which may lead to bias.

The importance of localisation at the sub-national level vis-à-vis universalisation and harmonisation of indicators

Representatives from several countries were concerned about harmonising the heterogeneity of indicators used, as not all indicators can be applied everywhere in the same way. Rich discussions were held on the importance of balancing the prerogative of being specific and contextualised in choosing indicators that capture the richness of information at the national and sub-national levels, whilst still being internationally comparable and harmonised across countries. It is also important to not exclusively focus on a handful of indicators that are universally accepted to the exclusion of collecting more localised information that may only be relevant in a specific country. This is because cross-country comparisons serve only limited purposes: they are important for comparing one country with another, but do not on their own catalyse positive change in domestic processes to ensure more peaceful and inclusive societies. Therefore, an overemphasis on harmonisation of indicators to the detriment of benchmarking against context-specific indicators should be avoided.

Reconciling an emphasis on indicators with a focus on appropriate policies and processes that lead to change

Several participants emphasised the role of more open-ended or process-oriented understanding of achieving better governance in countries. Achieving good governance spans several stages, from the process of policy making, policy articulation, implementation, monitoring, evaluation and analysing the end results of the policy process. Therefore, a relentless focus on goal monitoring and related tasks should not crowd out thinking around policies and policy instruments, including local limitations on policy-making that will take countries to their ultimate aims. An overemphasis on indicators may lead to a disconnect between policies and practice. In fact, countries have organised themselves in very different ways at the institutional level, to

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[18] A pool of experts such as Rajeev Malhotra and François Roubaud have deeply helped the process in Tunisia to improve the formulation of targets and indicators.

begin the process of implementing their relevant national goals. The diagnostic process in the **UK**, in particular, underlines the importance of the entire policy process, recognizing that change will appear different within every country context and national strategies and indicators should reflect this.

Linking policies with practice

Some participants emphasised the importance of linking policies with practice and to service delivery. **Tunisia**, for example, has embarked on a range of governance reforms, which has included the drafting of a new legal and institutional framework, including its 2014 Constitution. It has also passed 'Access to Information' laws, reemphasised the importance of ending corruption in government and enacted mechanisms to protect whistle-blowers, amongst other reforms. More recently, after a January 2016 Government reshuffle, a new Ministry of Public Service, Governance and Anti-Corruption has been set up.

In **Rwanda**, the quality of service delivery is also one of the eight composite governance indicators of the RGS. Improving service delivery is an ongoing process that the government of Rwanda seeks to bring to a high level, as reflected in its Economic Development and Poverty reduction strategy (EDPRS 2) under "accountable governance", as one of thematic area priorities of the strategy. Although progress on service delivery has seemed less strong compared to other indicators measured under the scorecard, such as security and rule of law, it has been improving.

Using non-government sources whilst ensuring the reliability of data

Several questions were raised by participants on the use of "third party" sources of data from outside government. Participants pointed out the importance of creating an 'ecosystem of data' in which access and use of data is opened up beyond government producers of data. To this end, the question was raised of how to work with non-government sources—that is civil society, businesses, think tanks and academics that produce statistics on various elements of government activity – in order to create a fuller picture of governance realities on the ground. It was suggested that governments could partner with these non-state actors as necessary to co-produce data, or at the very least, learn new methodologies. Third party actors could also act as autono-

mous and independent validators of information produced by official sources. Some participants pointed out that data sets produced by these non-state actors may be rather impenetrable until their various component variables are disaggregated. Other participants expressed concern over the quality and validity of data generated by sources outside National Statistics Offices. Consequently, the issue of validating data and research methodologies to ensure these are up to standard was reemphasised.

2.3 Side Event at the SDG Summit

The SDG Summit during the 70th UNGA meetings in New York in September 2015 offered an opportunity to build on the momentum around the SDGs to secure further support for the implementation of Goal 16 through an event showcasing the pilots on illustrative, country-contextualised national goals. The event, organised at the UN in New York on 29 September, provided pilot countries and UNDP with an opportunity to share findings and recommendations emerging from this initiative and to look ahead to implications for the implementation of Goal 16 globally. Participants engaged with representatives from pilot countries to discuss experience, lessons learned and common trends on the implementation of Goal 16 at the national level.[19]

The event was attended by senior representatives from the pilot countries, UN permanent missions, UN staff, experts, practitioners and policy-makers from civil society, academia, international organisations and governments.

2.4 Phase two: field-testing targets and indicators

The primary objective of the second phase of the pilot project was to field test the specific relevant national goals, targets and indicators chosen during the initial phase of work at the national level. The results from this phase of work were intended to coincide with, and feed into, the work of the IAEG-SDGs to finalise the selection of global indicators for the monitoring of the SDGs, including Goal 16. Publication of the final report on the Pilot Initiative will also allow the IAEG-SDGs, and other follow-up and review processes of the 2030 Agenda, to understand the progress made by Pilot countries on working with indicators relevant to Goal 16.

The bulk of the activities of this phase of work occurred between September and December 2015. The emphasis was on achieving measurability and policy impact of the illustrative goal(s) through a range of activities in different countries: (a) applying each of the targets and indicators at the country level, by gathering data to assess the baseline and historic and projected trends; (b) assessing the capacities and costs needed to produce, collate and analyse the required data; (c) assessing the relevance of chosen targets; (d) assessing the inter-linkages between the illustrative goal(s) and other national goals; (e) recommending additional, replacement or revision of the proposed indicators based on the on-going pilots; and (f) mapping the different stakeholders involved in the monitoring of those policies and assess their capacities and needs.

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[19] The invitation to the event is attached (see Annex 3)

Country by country activity

Each country pursued different ways of achieving one or more of these aims. In the final part of 2015 some or all countries were engaged in: (a) convening consultative processes at all levels of government (**Albania**, **Rwanda**, **Indonesia**); (b) fine-tuning and condensing the long-list of proposed indicators chosen to track progress (**Albania**, **Indonesia**, **Tunisia**); (c) expanding the range of targets tracked under Goal 16 (**Indonesia**); (d) completing a baseline study with available information (**Albania**, **Indonesia**, **Rwanda**, **Tunisia**); and (e) intensifying mainstreaming targets and indicators into national and sub-national development plans (**Albania**, **Indonesia**, **Tunisia**). The following sections describe the activities undertaken by each pilot country during phase two of the Pilot.

The second phase of the pilot initiative in **Albania** was mainly characterised by technical assistance to monitor governance in the National Strategy for Development and Integration, and the sector strategies, amending the set of the selected indicators, as well as by the finalisation of a case study on governance to share at the global level the progress achieved, the commitment towards governance as a strategic priority, and the Government's intent to institutionalise the measuring of progress in this area. The work performed involved revising and gaining agreement on an amended set of governance indicators, validating these through confirming the sources of data for the selected indicators, and assessing current systems to produce the data. A focus was placed on mainstreaming the relevant indicators and targets into the mid-term strategic document, the NSDI 2015-2020.

In addition, **Albania** has focused on introducing new organisational structures to improve existing planning, monitoring and coordination mechanisms and to better prepare for monitoring all targets of Goal 16. A complementary structure is being put in place by the Government of Albania to ensure coordination with broader priorities and objectives associated with the key sectors, called the Integrated Policy Management Groups (IPMG), coordinated by the Department of Development, Financing and Foreign Aid at the Prime Minister Office.[20] IPMG membership consists of line ministries, main donors for the sectors, as well as other stakeholders (civil society, local government representatives, etc). The IPMGs are to lead and manage on a continuous and systematic basis, the development, implementation and monitoring of reform across the specific sectors. The work of the IPMGs will be supported through the establishment of sub-thematic groups.

A specific IPMG has been set up for Good Governance and Public Administration Reform (IPMG-PAR) to address all Albanian reforms related to governance and public administration. The IPMG-PAR is responsible for the establishment and implementation of an integrated management system for the entire PAR sector that enables government to integrate fully the PAR policy, priorities, planning and budgeting cycles, including the EU integration process.

In **Indonesia** the second phase of the Goal 16 pilot project was undertaken in a four-month period from September to December 2015, with a focus on three activities, namely: (1) organisational improvement, (2) data manufacturing, and (3) knowledge management.

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[20] This is a central policy coordination body within the PMO. The Strategic Planning and Development Unit within this Department has coordinated the SDG16 pilot process.

Organisational improvement: The organisational structure of activities at both national and sub-national levels was adjusted to capture all targets of Goal 16. This entailed incorporating the remaining five targets of Goal 16 that were not included during the first phase of the pilot. To do this, more stakeholders were involved in the implementation process, including human-rights based State Commissions, the Ombudsman, and other NGOs working on governance, justice, and democracy issues. The eventual involvement of private sector actors, philanthropic institutions, media, academia and think tanks is expected to bring more ideas and knowledge to the table over time. Secondly, a set of statutory mechanisms was developed in order to determine tasks and targets of each working group, to regulate decision-making processes and to facilitate interactions among stakeholders. Thirdly, open government principles —transparency, civic participation, and accountability—were promoted and institutionalised.

Data manufacturing: The second phase of the pilot aimed to develop indicators through data-gap analysis, data collection and data utilisation. This required an assessment of the status of Goal 16 indicators and their link to national and provincial development plans, with the aim of achieving complete harmonisation between Goal 16 targets and those of the two development plans by 2030. To ensure this would happen, phase two of the pilot initiated three activities: (1) an analysis of the availability of Goal 16 indicators at the national and sub-national levels and a comparison with the indicators of the provincial medium term plan (this analysis also examined both the readiness of Goal 16 indicators and the capacity of stakeholders to provide the corresponding data on a regular basis); (2) the collection and examination of corresponding data once the indicators are developed; and (3) the development of preliminary baseline data for Goal 16 and a set of recommendations on how to fill in the gap.

The second phase of the pilot focused on the development of a *knowledge management* strategy, covering how the identified knowledge can be documented in a readable and accessible way and made available to all stakeholders. Another part of the knowledge management process covered how to ensure that the knowledge generated can be utilised by policy makers and inform resulting policies. To this end, by collecting best practices, developing policy notes, and actively sharing knowledge generated during the second phase of the Goal 16 pilot and beyond, relevant stakeholders are now in a position to use the knowledge generated to formulate policies.

Examples of activities in the second phase included: launching two national technical working group sessions to draft and discuss a governance manual; convening two national-level consultations to discuss operational definitions of the indicators and corresponding strategies of data collection and documentation including gap analyses on data capacity; conducting sub-national consultations in Jogja and Aceh with a view to assessing how to collect and assess governance-related information at the sub-national level; producing and uploading strategic papers, factsheets and brochures onto a Goal 16 webpage[21] to share knowledge and publicise the SDGs.

Rwanda has a good deal of information on which to form an initial baseline for many of the chosen targets, given that the RGB has been generating data related to governance through the RGS for policy making processes and other governance-based publications since 2011. The RGS serves as a baseline to

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[21] The design of the webpage was completed in February 2016 and should be launched during the first semester of the same year

inform the design, definition and monitoring of the indicators for Goal 16 as these are measured through the RGS at 60% level. Rwanda's areas of focus when conducting the field-test was to assess transparency and accountability among institutions, to explore possibilities for citizens and civil society to participate and effectively impact the state and to examine overall capacities among public institutions to respond to people's needs. Other areas that were integral in the field-test were the specifically designated mandates for Rwanda on the convening of consultative processes at all levels of government and the completion of baseline studies based on available information. In this regard, the RGB has engaged via surveys on levels of citizen satisfaction.

Activities in the second phase of the pilot focused on reinforcing the capacity of existing institutions to produce baseline data by the end of 2015. Rwanda also raised awareness on Goal 16 through a two-pronged strategy, by further reflecting on the operationalisation of indicators and targets assigned to Goal 16, and by delineating roles and responsibilities of all actors involved in the implementation of Goal 16.

Key activities included: (1) supporting the completion and launch of the 2015 Rwandan Civil Society Development Barometer (RCSDB) to evaluate civil society involvement in decision making processes at national and sub-national levels; (2) presenting the findings of the RCSDB to relevant stakeholders; (3) reflecting on the role and function of civil society in the country; and (4) advocating for inclusive, participatory and representative decision-making at all levels. Furthermore, the government of Rwanda supported the completion of the 2015 CRC and authorised the undertaking of a gender audit for the justice, reconciliation, law and order sector, to feed into the baseline study.

The studies provide extensive information on the status of Rwandan society in the Goal 16 focal areas, through combining qualitative and quantitative approaches and by complementing previous research through, for example, inclusion of new indicators.

The CRC, which is conducted and published annually, was created with the aim of measuring citizens' satisfaction levels of service delivery from public institutions. The study can thus be interpreted as a feedback

mechanism for the Rwandan government where recognition of citizens' sentiments towards specific public services identifies areas to address. In 2015 an extensive survey was conducted and responses from 11,013 heads of households, representing all 30 districts of the country, were collated. The sectors of focus in the study included education, agriculture and livestock, local government services, land, security, Gender Based Violence (GBV) and other forms of violence. By incorporating major public institutions, rights-based indicators and different measures of inclusivity, this study connects well to the key concerns of Goal 16. In order to gain an extensive and in-depth understanding of citizens' access to services in Rwanda, a desk review combined with an interview-based questionnaire was undertaken. Interviews were conducted during the period from 18 May to 7 June 2015 and the survey targeted all Rwandan citizens aged 18 years and above (and their households), living in private dwellings.

For Goal 16 the CRC suggests that there were increases in citizens' overall satisfaction with public services. The study also identified specific areas to address. For example, by promoting increased access to services, greater financial and technical support to public institutions and more forums for information and feedback, the study shows that accountability, inclusivity and efficiency can be strengthened in the Rwandan public service system.

In **Tunisia**, 89 indicators were identified during the first phase of pilot work. In Phase two the government started a baseline study based on these indicators and on the data available for measurement, with a view to informing the planning process at both the national and sub-national levels. The baseline study, set to be finalised in early 2016 will assess the basic governance environment in Tunisia, based on the reference year of 2010. The report has been led by a technical working group in the Presidency of the Government, composed of institutional representatives and civil society. The analysis will be based on the Governance, Peace and Democracy survey that was carried out by the National Statistics Institute (NSI) in October 2014, using the methodology of the Governance, Peace and Security module developed by the SHaSA initiative under the framework of African statistics coordination.

The survey was aimed primarily at identifying the extent of participation of Tunisian citizens in the associative work and in the management of their region's affairs as well as their involvement in political and civic life and their view of freedoms, human rights, discrimination against individuals and regional discrimination. The survey also aimed to assess the level of public services available at the local level in the areas of health, social services, education, and security, as well as assess the level of services provided by the municipalities including building permits, roads maintenance, public street lightening and collection of household waste. The survey was designed to monitor people's views of the services of the various administrations, the security forces, the judiciary system and the tax collection and customs authorities as well as some other services. It also dealt with people's views of suspicious transactions, involving bribery and corruption in certain sectors, and their opinion on the effectiveness of the State's efforts to fight bribery and corruption.

As part of the process to monitor progress on governance, the baseline study reduced the number of indicators initially proposed, using only those for which data was available, or for which it was be feasible to collect data. The second phase also served to test innovative ways of measuring Goal 16, through using 'big data' and social media analysis.

In addition, **Tunisia** has focused on introducing governance dimensions into national and local planning processes. More specifically, the Tunisian government expects to mainstream relevant targets and indicators into its next five-year plan, covering the period from 2016 to 2020. This will further develop the institutional capacity of national and regional planning mechanisms for governance dimensions through the implementation of a series of workshops designed to train government officials and civil society involved in the development of national and regional development plans to incorporate more governance-related themes into planning documents. As was the case during the first phase, a special effort was made in Phase two to communicate and document the process.

Tunisia also tried to monitor Goal 16 through the use of social media analysis. The aim was to explore how non-traditional sources of data like social media could contribute to the establishment of a baseline, and continued monitoring of progress, with the hope of finding a way in which this data could complement traditional statistical analysis to monitor citizens' perceptions and attitudes. Working with UN Global Pulse, Tunisia began with an analysis of the goal's first target: corruption.

It was decided to compare the results obtained through analysis ofocial media with results from the most recent household survey, conducted in 2014. As this survey included questions regarding people's perception of corruption, it could be possible to analyse any crossover that existed. The results showed that over the same timeframe, both the survey and the social media provided the same perception on corruption: 70 percent of people saw corruption as a negative and problematic force in Tunisian society.

It is expected that other targets will now be explored and the results analysed, to see how they can complement household survey and administrative data in developing a baseline study on Goal 16 in Tunisia.

The **United Kingdom** committed to domestic implementation of the SDG agenda and to maintaining its role in championing SDG implementation. A number of existing strategies and policy processes can be seen as relevant to implementation of Goal 16. Work was completed by the ONS to identify potentially relevant indicators and data sets across a range of goals and targets, including in the relatively nascent area of governance statistics. For example, follow up action from the March 2015 report on 'Violence Against Women and Girls' involved reporting against key indicators of success as part of delivery against over a hundred cross-government actions. Close scrutiny of new guidance provided in October 2015 from the Financial Action Task Force to guide data capture with respect to money-laundering and asset recovery will be important. There was also an increasing focus on identifying indicators on the 'facilitation' of organised crime.

Implementation of the Anti-Corruption Action Plan, under the leadership of a Champion personally charged by the Prime Minister, encouraged the development of a single reporting mechanism for bribery and corruption. There has also been a commitment to work with civil society and academia and others to identify what data held by government could be published to improve transparency and reduce opportunities for corruption. As part of work to measure improvements in the inclusiveness of institutions, the UK Cabinet Office ran pilots on 'open policymaking.' This linked to work analysing the role of business and organised labour in contributing to public policy debates. The UK's leadership of the Open

Government Partnership (the UK scored highest on both the Foundation's Open Data Barometer[22] and the Global Open Data Index in 2013 and 2014[23]) included preparation of a National Action Plan to monitor progress across the range of Open Government indicators.

2.5 The Final Global Workshop in Kigali: from piloting to implementation

Introduction

After the end of the second phase a global workshop was convened in February 2016 in Kigali to review challenges and lessons learned from the five countries undertaking the initiative, and to smooth the transition from piloting to implementation, putting activities into the context of the overall MAPS framework for implementation of the SDGs, and emerging work on localisation in particular. It provided an opportunity for policy-makers and development actors from the pilot countries to interact with officials from other countries that are interested in taking inspiration from the pilot initiative to monitor governance. The agenda and the list of participants are attached in Annex 4.

The event, which coincided with meetings in New York to commemorate UNDP's 50th anniversary, represented the culmination of almost two years of conducting initiatives to pilot illustrative work at the national level to address governance in the context of the SDGs. In line with the "MAPS" approach supported by the entire UN Development Group, the Pilot Initiative will serve to provide important guidance and illustrative examples for the future mainstreaming of Goal 16 into national processes.

This final meeting assessed the lessons learnt, and identified suggestions for good practice which all Member States might consider and adapt for their own work on Goal 16 in the 2030 Agenda, to find a "best fit" in their own specific contexts and national policy spaces.

In their opening remarks, keynote speakers stressed that the challenge of the SDGs will be their implementation and that the workshop therefore provided an opportunity to share ideas among the participants. The challenges, as well as opportunities, embedded in the implementation process of the SDGs were highlighted and it was noted how previous experience with the MDGs can provide guidance for SDG implementation. Furthermore, aligning the SDG agenda with the individual national agendas was noted as a crucial component for successful implementation of the SDGs. With the workshop symbolising a time to highlight lessons learned, a recurring emphasis was made on the importance of sharing ideas and 'home-grown solutions' in order to provide future guidance for the SDGs.

Transition from MDGs to SDGs

The technical sessions began with an analysis of the broader context to the SDGs in terms of the transition from the MDGs to SDGs, focusing in particular on Rwanda. Rwanda, with its focus on measurement, accountability mechanisms and capacity-building efforts, had successfully managed to implement most of the MDGs and had therefore inherited a baseline for the SDGs. Moreover, the visionary political leadership in Rwanda was recognised as being a

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[22] Available at: http://barometer.opendataresearch.org/.

[23] Available at: http://index.okfn.org/.

key driving force for the MDG agenda in Rwanda. In the work on Agenda 2030, the factors of political commitment, extended partnerships and deeper engagement at all levels in society were highlighted as crucial – the demand for data, and the potential for generating it, automatically make the SDG Agenda more complicated than the MDGs.

The experience of pilot countries

Experience in **Rwanda** has highlighted the possibility of channelling citizens' opinions via innovative tools in order to impact policy-making thanks to the benefits of triangulating data, utilising quantitative and qualitative as well as perception and satisfaction-based data. The Rwandan Civil Society Development Barometer, the Rwandan Reconciliation Barometer, as well as the CRC and the RGS described earlier in this report, were mentioned as illustrative examples. These examples thus show that it is possible to incorporate Goal 16 into existing governmental tools. A challenge in the case of Rwanda was recognised as being the task of utilising data generated for actual impact on policies. Through the survey tools that publish official records divided by region, Rwanda provided innovative examples on how local policy-makers can become incentivised to incorporate Goal 16 targets.

In the lessons learned from **Indonesia**, the focus was on establishing partnerships for successful implementation of Goal 16. Via the pilot initiative, Indonesia identified key factors for successful partnerships in governance-related issues. These include: the incorporation of multiple stakeholders into planning processes on governance for the SDGs, the promotion of civil society engagement in the identification of measurable and universal indicators, and the development of a mainstreaming strategy with wide participation from a range of different groups and institutions. The development of a national-level body at the heart of government, should empower people still further, and generate significant potential deeper partnerships within and across government. Similar structures in Albania and Tunisia are also positive models for implementation of Goal 16.

With the emphasis on consensus-based cooperation, the Indonesian experience showcased successful results in promoting partnerships at different levels in society. Furthermore, the Indonesian experience displayed ingenuity by bringing forward an extended definition of sustainable development based on four, instead of three, pillars: social, economic, environmental, and governmental. Challenges remaining after Phase two concern the actual institutionalisation of governance partnerships to deliver under this pillar, and carrying

out of deeper analyses of produced data. In order to address these challenges, the participants suggested that further engagement with working groups, continued focus on processes and not simply performance in the data collecting, and a continued commitment from the Indonesian government would be important.

The participants examined the mainstreaming of Goal 16 into planning processes via the experience of **Albania**. Albania's piloting efforts highlighted the lessons learned from using monitoring and evidence-based surveys when integrating a sector reform. Through their careful selection of indicators, suitable for the national context, Albania successfully implemented a monitoring system (IPMG) which includes a focus on governance. Drawing from the Tunisian experience, respondents commended Albania for its delivery-based approach and successful monitoring, but also raised the question of how to measure impact. The main achievement for Albania was emphasised as being successful delivery of a monitoring tool for assessing and evaluating the state's delivery chain. Whilst significant progress has been made since the earlier Tunis meeting during Phase one of the Pilot process, discussion of the Albania experience identified long-running challenges based on a 'too-vertical', rather than horizontal, approach when mainstreaming Goal 16, the difficulty of channeling data gathered into actually having an impact on governance, and the challenge of building capacity of state institutions. The UK Chair of the session emphasised the importance of central-level ownership and ongoing efforts in this regard in the **UK** context.

Through the experience of **Tunisia**, the participants discussed how to identify smart indicators that are relevant for local contexts, but also aligned to the broader international context. Tunisia presented its approach for producing and analysing data and emphasised the importance of adopting context-based indicators. The success of the Tunisian pilot was highlighted by the responsiveness of this approach in the Tunisian context, with particular attention to the aftermath of the Arab Spring. Furthermore, the Tunisian pilot illustrated how participatory mechanisms between governance stakeholders can be created and successfully utilised. There will be a critical need for complementary indicators alongside the global SDG dataset, but the Tunisian experience suggested that by constantly keeping the key stakeholders integrated in the pilot process, for instance through workshops, partnerships can have a positive impact on developing capacity for delivering and analysing results. Moreover, this participatory approach facilitated Tunisia's incorporation of Goal 16 in the national development plan. As regards aligning national and international indicators, it was recognised that further discussions are needed on balancing universality with respect for the national context.

The main challenges flagged from the combined country experience were: the task of choosing smart indicators, incentivizing policy-makers to cooperate, capturing governance processes and not only performance in the projects, and the need to actualise data findings. Common achievements highlighted from the country experiences included the possibility to utilise citizen feedback for informing and shaping policies and the successful localisation of the SDGs to different contexts.

Breakout sessions

The workshop continued with in-depth conversations on recommendations for the future implementation of Goal 16. The discussion covered a range of subjects, including: (1) key issues related to the adaptation of Goal 16 to national contexts; (2) capacity and resource constraints when moving from piloting to implemen-

tation; and (3) how to integrate SDG 16 to national processes and structures. Recommendations stemming from these conversations highlighted again the need for: prioritising indicators in a way that respects national ownership but that safeguards the global minimum standards; incorporating the SDG agenda into national agendas; for governments to prioritise Goal 16 as it underpins all other SDGs; deepening partnerships between various stakeholders, particularly the private sector; coordinating activity via a central government unit (with convening power) to oversee the partnership building. Feedback was presented in terms of challenges, lessons and recommendations.

CHALLENGES

- Identifying and prioritising indicators
- Translating data into impact – "building bridges between statisticians and policy-makers"
- Creating political commitment for engagement with the SDGs
- Establishing partnerships with the private sector
- Ensuring capacity for analysing the data gathered

LESSONS LEARNED

- Data analysis is important for better guidance on how to implement the SDGs
- Participatory processes are important for Goal 16
- More efforts need to be made in order to attract the private sector
- Incorporate the SDG 16 targets in national plans or strategies to ensure their implementation
- Integrated monitoring systems are important for the implementation of Goal 16
- Political support for Goal 16 is required
- Since citizens are at the heart of the Goal 16, it is important to find ways to include them at all times and explore innovative ways of doing so

RECOMMENDATIONS

- Consider the global agenda (goal, targets, indicators) as a minimum standard and add national priorities
- Government units at the centre of government should be responsible for coordination, oversight and maintaining momentum
- For the private sector: translate the SDGs into specific areas of interest to emphasise relevance
- Use statistics to identify areas for further research
- SDGs should be seen as an implementation, rather than an evaluation mechanism
- Foster an inclusive process, with civil society, academia, research institutions and media.
- Ensure that a legal and institutional framework is in place.
- Ensure that specific budget allocations are devoted to the implementation of SDGs

3. Emerging lessons from the pilot countries' experience

The Pilot Initiative was instigated with the overarching goal of improving existing approaches to measuring governance, peace and justice, and to test new approaches. From the outset, and even in the earliest stages of implementation and monitoring, a continuous learning approach has characterised the initiative. All five countries engaged in the process identified challenges during the first phase to be tackled during the second phase, including testing and monitoring. Lessons learned can be drawn from these initial experiences, to be used as a model for subsequent implementation phases of Goal 16, through partnerships at all levels.

3.1 Key themes from the pilot work

While each country has adopted varied and unique approaches to implementing a relevant national goal linked to Goal 16 of the SDGs, leading to interesting results, several common threads have emerged. These are described in the following paragraphs.

Some targets and indicators related to Goal 16 have been assimilated into existing national development plans and policies

The number of governance concepts associated with the Targets of Goal 16 is potentially very large.

As clearly presented in the Virtual Network report "Goal 16: the indicators we want"[24] indicators should be used to practically monitor and understand progress toward an objective with the minimum burden on statistical capacity. While a number of criteria (including SMART indicators: Specific, Measurable, Available/Achievable in a cost-effective way, Relevant for the programme and available in a Timely manner) have been proposed as good indicators for the SDGs, the considerations from the Virtual Network for Goal 16 have been simplified into three basic thematic areas: Relevance, Simplicity and Feasibility.[25] The Pilot countries have demonstrated the practical difficulties of working with these concepts, and identified ways of meeting these challenges.

During the planning stage, many of the Pilot countries were able to leverage existing capacities within the country to measure and monitor the proposed targets. For instance, in **Albania**, targets on governance reform were already established in the country's NSDI. At least 14 of the indicators chosen for tracking as part of the governance pilot were also being monitored through other strategic frameworks (i.e. NSDI, PFMS, MDG-9). In addition, in 2004, Albania implemented the special MDG-9 relating to establishing and strengthening good governance. MDG-9 consisted of three targets and 16 indicators, confirming that

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[24] The report is available here: http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/the-indicators-we-want.html

[25] Relevance and feasibility are carried over from the UN Statistical Commission indicator assessment process of March 2015, simplicity has been adopted here in place of "suitability" (from the original UN Statistical Commission exercise) which has been incorporated into relevance.
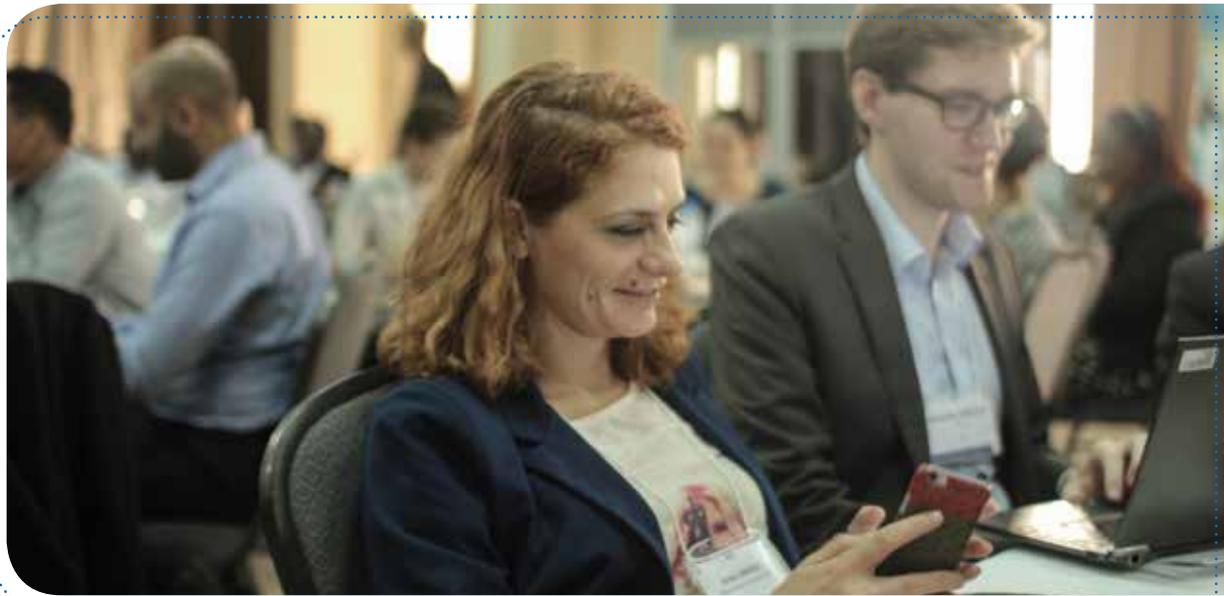
some credible and working systems for data collection, measurement and reporting, have already been established in the country, including baselines.

Indonesia has been tracking progress on some governance-related indicators, through its Ministry of National Development Planning (Bappenas) since the late 1990s. In the **UK** the advent of Goal 16 has resulted in a conscious effort to try and ensure that new policies, strategies, and indicators (e.g. the new UK Anti-Corruption Action Plan) are consistent with the Goal 16 targets. Also, the leadership of the ONS, in ensuring the implementation of Goal 16, has meant that for the first time the UK has developed a detailed, centralised database of governance-related indicators and statistics from which it can draw on to ensure it can track progress against the SDGs.

A deliberate effort is being made to ensure national-level targets and indicators map onto specific targets of Goal 16

Throughout its pilot work, **Albania** has conducted a three-pronged process to align indicators in its NSDI 2015-2020 with priorities outlined for accession into the European Union (EU), and some of the targets of Goal 16. Indicators that were identified as part of the EU integration process were automatically included as part of the NSDI 2015-2020. Three of these were related to anti-corruption under target 1 of Albania's measurement framework, which aims to ensure the country approaches EU standards by 2030. These national indicators have been, in turn, included as part of the pilot initiative.

In **Rwanda**, the tracking of governance indicators is based on the variables used in the RGS. Consequently, there is already a comprehensive system in place for data collection, with associated baselines and targets, which track around six out of the ten targets—including those related to safety and security, rule of law, corruption and participation, amongst others—inscribed under Goal 16. The Pilot Initiative allowed Rwanda, through the RGB, to actualise and renew own indicators of governance (RGS). In this context, the RGB borrowed from this process the application of ICT in governance matters and integrated it in the RGS assessment, starting with 2014 edition where the extent of the use of ICT in Court processes has been measured. Going forward, legal identity for all, including birth registration, will also be included in RGS 2015.

Meanwhile in **Indonesia**, five of the ten targets listed under Goal 16 were selected for tracking in the initial phase of the pilot, with inclusion of the remaining five targets during the second phase.

Countries were able to identify a wide range of indicators for possible tracking

Tunisia identified 89 potential indicators, to distil and eventually reduce depending on their relevance, their feasibility to be measured and monitored throughout, and their alignment with the global Goal 16 indicators. **Albania** began with an initial long-list of 120 indicators, which it then reduced to 21. The **UK**'s ONS meanwhile, listed 43 possible indicators pertaining to facets of good governance that can potentially be monitored through existing data sets. **Indonesia** prioritised 11 indicators and **Rwanda** 36 (based on 163 variables). The cases demonstrate that there is a level of ambition and some capacity in the pilot countries for the development of a comprehensive monitoring and evaluation framework. See annex 1 for lists of possible indicators which have been considered by different countries so far.

Pilot countries have studied the need for disaggregating data from international sources

Several countries (e.g. **Albania**, **Tunisia**) mentioned the importance of disaggregating data where possible by income level, gender, age, race, ethnicity, immigration status, disability, geographic location and other characteristics specific to a country. This is particularly important where complex or composite indicators exist internationally and can be used to track national targets and goals. For example, in Albania, policy-makers examined several international composite indicators (e.g. World Bank indicators, Economic Intelligence Unit Index of Democracy, and the World Economic Forum Global Competitiveness indicators), noting that these have several sub-indicators which, when properly disaggregated, could be cross-linked to a specific national target or indicator (e.g. anti-corruption).

Several pilot countries acknowledged the use of data from non-government sources in considering possible indicators

As part of a wide review of major sources to identify and select proposed governance indicators, many countries relied, at least in part, on commonly understood and globally-accepted international and regional sources. For example, **Albania** chose to assess and include data from Transparency International in their indicators list, as well as information from regional sources such as the European Commission's (EC) Indicative Strategy Paper (2014-2020), the EU – World Bank Study on West Balkans Sector Indicators, and the Global Partnership for Effective Development Cooperation, amongst others.[26] In **Indonesia**, while the state has dominated the production and usage of these measurements, civil society has also produced some good quality indices and data sets. Reliable data on corruption perception came from a survey conducted by Transparency International – Indonesia that has been used as one of data sources for Target 16.5. There is, however, some degree of variance in the quality, availability and regularity of these measurements. The **UK** has also identified relevant material in data sets maintained by the World Bank[27] and the Open Govern-

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[26] There is now a robust body of evidence that indicators developed by international non-government organisations and multilaterals are highly correlated with the actual quality of indicators- see Hamilton 2012.

[27] Few and Far: The Hard Facts on Stolen Asset Recovery, StAR/OECD, 2014
See: https://openknowledge.worldbank.org/handle/10986/20002 (visited on January 22, 2016)

ment Partnership as possible data sources. The ONS is also actively reviewing and scrutinizing new datasets to identify the best indicators to measure Goal 16.

Pilot countries have sought to ensure a balance in the use of different types of indicators

While the approach to choosing targets and indicators at the national level has differed somewhat between countries, there has been an attempt by all countries to ensure a balance between different types of targets and indicators used. For example, some countries, such as **Albania**, **Tunisia** and the **UK**, have focused on the potential of including indicators from existing governance-related sector strategies alongside those that are internationally or regionally-recognised and originating from global sources (i.e. from the UN, Transparency International, World Bank). In several pilot countries, the broad target areas chosen were in line with the country's national priorities, though this differed somewhat from one country to another. **Albania**, for example, had three over-arching target areas, related to improving governance, service delivery and overall economic performance, whereas in **Indonesia**, their three target areas focused on achieving democracy and inclusive society, human rights and justice and inclusive and accountable institutions. In **Tunisia**, the ten targets of proposed Goal 16 were consolidated into eight, with one additional target added relating to citizen engagement. Throughout the process, policy framers sought to incorporate and balance objective, perception and capacity indicators in line with the SHaSA methodology. This has been further refined through the adoption of the OHCHR methodology that distinguishes between outcome, structural and process indicators. This represents an attempt to achieve an optimal balance of indicators by type.

The pilot countries have by-and-large worked in close partnership with multiple stakeholders, including civil society, generating buy-in and engagement from various sectors

Several examples demonstrate that multi-stakeholder partnerships between civil society and government in particular, have been useful in advancing work on identifying and refining relevant targets for monitoring in several countries. For example, in **Indonesia**, the involvement of civil society as co-chairs[28] in the three working groups was effective in bringing valuable inputs to the development of indicators and targets. The relationship that was subsequently forged between government and civil society was very constructive, garnering a greater degree of trust between these two actors. The state-civil society co-chair system of the Working Groups both at the national and sub-national levels has effectively enhanced the involvement of multi-stakeholders in the process of evidence based planning and advocacy. It has also heightened awareness of the necessity of measurement in improving Indonesia's justice, good governance and inclusive participatory system.

In **Tunisia**, special efforts were made to ensure that the voices of civil society organisations and other local stakeholders were included and heard throughout the pilot inception process. This resulted in the development of three separate targets (5, 8 and 9), which incorporated indicators related to civil society, with target 9 in particular moving beyond the framework of Goal 16 to call for 'citizen awakening and engagement.'

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[28] Legal Aid Institute (YLBHI); Kemitraan; NGO Forum (INFID); IDEA Association (Perkumpulan IDEA) and Aceh NGO Forum (Forum LSM Aceh)

Additionally, the involvement of, and coordination between, statistics offices, other government agencies and academics have facilitated efforts to develop an integrated list of indicators in Indonesia, Tunisia and to some extent, Rwanda.

3.2 Lessons learned

Several lessons have emerged from an assessment of the achievements made and challenges faced during the pilot programme across countries. While most of these have already been described in previous sections, it is important to note four key preliminary messages on planning, monitoring, lessons, and partnership from the piloting experience, and to also address bottlenecks for the implementation of Goal 16.

The overall message from these lessons is that efforts to implement Goal 16 have already begun. Localising the SDGs does not entail re-inventing the wheel when it comes to thinking about how to measure progress. For instance, there are a range of international instruments and treaties related to governance to which countries are already signatories. This means many countries are already reporting on, measuring and implementing elements of governance. The UN Convention Against Corruption has 178 parties,[29] indicating at least some of these countries have mechanisms to report on corruption. However, with respect to the pilot countries, significant headway has been made in adapting aspects of Goal 16 to national contexts. Information to conduct at least a partial baseline, for example, is already available in **Rwanda** (through its Scorecard),[30] **Tunisia** (through household survey-based data collected as part of its Governance, Peace and Democracy survey), and to some extent in **Albania** (through previous experience with implementing its MDG-9 on good governance). In addition, **Rwanda** can provide additional information (through, for instance, the completion of its 2015 Citizen Report Card and the gender audit for justice, reconciliation, law and order) to feed into its own upcoming baseline study, and the **UK** has undertaken a mapping of available data sources for Goal 16.

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[29] See: https://www.unodc.org/unodc/en/treaties/CAC/signatories.html (visited on January 11, 2016)

[30] Rwanda Governance Scorecard has been measuring and reporting the level of corruption through its indicator 6, on Control of Corruption, Transparency and accountability.

There is also progress on each of the elements of implementation on which all countries will need to focus within their own national policy space, i.e. planning, monitoring, lesson learning and building partnerships.

Firstly, **there is already an attempt by most countries to mainstream relevant targets and indicators into national development plans**. For example, **Albania** has already integrated good governance performance measures and indicators into its NSDI covering the years 2015 to 2020. It has also increased capacity for gathering, monitoring and analysing data for the selected indicators as a baseline for the strategy. **Indonesia** has done the same with its national and provincial medium-term plans (described above), and **Tunisia** is considering governance targets for indicators in its next five-year plan. In **Rwanda**, the RGB remains the primary institution in charge of operationalizing indicators and targets assigned to Goal 16. The differing ways in which each country has attempted to leverage its own capacities through finding ways to harmonise national development strategies with Goal 16, indicates that most countries have the capacity to at least partially track progress.

Secondly, as countries moved into the second, field-testing, phase of the pilot, **the process of harmonisation of international targets prescribed under Goal 16 and national-level targets and indicators accelerated**. There is now an even more deliberate effort to ensure selected national-level targets and indicators map onto specific targets of Goal 16. For instance, nearly every country is now looking to select and fine-tune its chosen targets and indicators relating to areas under Goal 16 – see Annex 1. **Indonesia**, for instance, is now expanding its domestic target list to cover all ten targets of the international goal, with the explicit aim of ensuring that national and even sub-national indicators coincide with international targets by the year 2030. Nearly all countries have assessed which indicators and targets are already being measured, which are new and, the extent to which these can be incorporated into existing governance and reporting frameworks.

Thirdly, **countries have examined what impacts the initially chosen goals, targets and indicators have had at the national level**. They have utilised field-test results to generate tools needed to design and define the indicators and monitoring frameworks for the implementation of SDGs at a national and global level. In **Rwanda** the engagement with RGS, CRC, RCSDB and the Gender Audit has generated momentum on inclusion, accountability and fairness which is likely to benefit the country's possibilities for sustainable and peaceful development in the longer term. Despite the achievements recorded, the studies also stress the need for further engagement – with the extensive and in-depth information generated by these projects, specific target areas and overall guidance for moving forward have been identified. This sort of information can help illustrate how Goal 16 can be monitored and implemented at a national level, and contributes lessons of interest globally.

Finally, **the experience of the pilot countries clearly showed the importance of collaborative efforts for achieving the expected results**. Partnerships at all levels – through consultation in local communities, at the regional and provincial level, across government, and between government actors and stakeholders in oversight bodies, in civil society and the private sector – will be essential for progress on Goal 16. Innovative approaches to identifying focal points across government in Tunisia, and to selecting civil society co-chairs alongside government for working groups in Indonesia, demonstrate what is possible. Cross-learning between users and producers of data inside and outside governments has also helped to build trust through work on a common agenda. The partnership between the UN system and the governments has also been important in different pilot countries.

4. The way forward

The experience of the pilot countries in working with governance in the context of the SDGs, and of deliberately merging that work more and more closely with the contents of Goal 16, has identified elements which will be of interest for all countries. This work also needs to be put in to the context of priorities for implementation, including, the overall MAPS approach to implementation, and ongoing efforts to localise the SDGs at community level.

4.1 Guiding implementation by the MAPS approach

The United Nations Development Group (UNDG) – under the Sustainable Development Working Group (SDWG) – has committed to developing a strategy for effective and coherent implementation support, under the acronym 'MAPS', paying special attention to the crosscutting elements of partnerships, data and accountability.

As part of this approach, the UNDG published a reference guide to UN Country Teams "Mainstreaming the 2030 Agenda for Sustainable Development"[31] in January 2016. The document has been designed for supporting Member States and national stakeholders in adapting the 2030 Agenda for Sustainable Development to national contexts, while protecting its integrity. It features approaches and tools that can be used to adapt the Agenda to regional, national, sub-national and local conditions and contexts.

Amongst other things, Member States can build public awareness on the 2030 Agenda and Goal 16 as a space to promote an existing or forthcoming national development strategy or plan and to display/exhibit its intentions to be part of the global partnership to make progress toward the SDGs in their national, sub-national and local contexts. An array of awareness tools has been already developed and used by countries.

The MAPS approach already pays special attention to crosscutting elements of partnerships, data and accountability – all familiar themes from the pilot work on Goal 16. In addition to highlighting the importance of planning for Goal 16, which will be a key theme of the MAPS approach, the Pilot's work has also helped to emphasise that successful implementation of Goal 16 will be essential to ensuring subsequent progress on all other goals. The interrelation with other goals and targets is evident for mainstreaming, acceleration, and even more for policy support that will require analysing the links between the targets of Goal 16 and other SDGs, e.g. identifying how targets 16.4 and 16.5 on anti-corruption would support the implementation of Goal 3 on Health and Goal 4 on Education, or identifying how target 16.3 on rule of law and access to justice would support the implementation of Goal 8 on decent work for all. This attention to inter-connectedness will also be a feature of work under the MAPS approach.

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[31] http://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/mainstreaming-the-2030-agenda-for-sustainable-development.html
See Annex 5

4.2 Data reliability and disaggregation using a diverse range of data sources

At the same time as the pilot work has helped to highlight the importance of planning, which is a central theme of the MAPS approach, the initiative has also clearly identified the importance of developing statistical capacity. The availability of, and access to, reliable data and statistics disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics pertinent to national contexts is critical to demonstrating progress on Goal 16. The pilot work has further identified the need to protect the integrity of data, once collected, in order to make it more usable so that it conforms to other sources of data.

To capture more robust information on progress towards the realisation of Goal 16, a wide range of data types and sources, including administrative data, experiential, perception based surveys, and expert assessments need to be used. Experience from the Pilot Initiative suggests that an indicator framework should draw on both official and reliable third party data sources, including data produced by the UN and other multilateral institutions, civil society organisations, research institutions, academia and the private sector. There should be an attempt to use several different types of indicators to assess progress within each target: (1) input, output, and process indicators to show steps taken to address the problem, (2) outcome indicators to show changes on the ground, and (3) impact indicators to show whether these changes are contributing to improvements in people's lives. The pilot work has shown that dedicated ongoing efforts will be required to build trust between users and producers of data inside and outside government, but that it can be done.

Disaggregation of data is fundamental to ensuring that implementation meets the vision and ambition of the SDGs – to leave no one behind. As stressed by the report of the Secretary-General's Independent Expert Advisory Group on the Data Revolution, 'A World That Counts: no one should be invisible,'[32] convenient disaggregation of the SDG indicators will soundly anchor the 2030 Agenda in a rights-based approach by addressing factors of discrimination and exclusion. Disaggregation will also

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[32] Available at: http://www.undatarevolution.org/wp-content/uploads/2014/11/A-World-That-Counts.pdf

help reach the last mile by helping countries bring the benefits of governance, peace and justice to the marginalised. Countries, such as **Indonesia**, have particularly grappled with this issue during the pilot initiative, as they have limited capacity to go down to the local level given a large population, disparities between regions and the sheer number of provinces and districts from which to collect data. Capacities of stakeholders are especially still limited at the sub-national level, making it sometimes difficult to align local-level planning mechanisms and programmes with the targets of Goal 16. Meanwhile, selected indicators may not be applicable in all regions or districts within countries, leading to a sampling bias and unrepresentative results.

For other countries such as **Rwanda**, anticipated sampling bias may result from potential differences between the sampling strategies followed for the collection of governance-related data necessary to monitor progress on Goal 16, *vis-à-vis* the strategy followed when administering other socio-economic or household surveys, usually collected by the National Statistics Office. It is still unclear whether data collection will be in line with these other surveys or if it would entail other comprehensive forms of new data collection from the entire population using decentralised governance structures. Elsewhere, countries addressed the issue of ensuring data reliability and comparability by, at least, partially relying on the use of international sources of data where possible (**Albania**, **UK**).

A range of indicators for measurement has been selected thus far by countries, but there is a need for better or greater categorisation of these for the measurement of some targets.

4.3 Data collection, feasibility of measuring targets, limiting indicators

By and large the most commonly mentioned challenge during the pilot work for countries relates to questions around the collection of data, the technical feasibility of measuring particular targets and constraints faced in limiting the number of indicators chosen. Some countries found it difficult to link targets to chosen indicators (**Albania**). Nearly every country raised the difficulty of collecting data on several indicators (i.e. **Albania**, **Indonesia**, **Tunisia**), and/or the difficulty of measuring progress on certain targets. Tracking illicit financial flows and arms was also considered a particularly difficult area to measure. Some countries had to go back to the drawing board to assess how to measure key governance principles, such as corruption, including which types of indicator to use (**Indonesia**). In addition, questions around the reliability of data were raised several times. It was unclear in some cases which government institution could provide the most appropriate data for a particular indicator (**Indonesia**) and if this data was reliable, particularly if it came from sources outside the national statistics office (**Rwanda**).[33] The importance of cleansing data, once collected, in order to make it more usable so that it is conform to other sources of data, also presented a challenge for countries facing a capacity constraint. Serious attention will be needed on these issues if progress is to be made on the more intractable elements of the overall Goal 16 agenda.

In order to pursue the 2030 Agenda ambition of "leaving no one behind", indicators that measure progress towards Goal 16 targets and which take into account the voice of the people will be required. Many of the

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[33] Interview with representative from Indonesia.

indicators for Goal 16 draw upon administrative data, based on administrative records kept by government agencies, and treaty data, whether particular frameworks or policies are adopted or implemented by countries. Such measures can be useful, alongside survey data of people's experiences or perceptions. There are already a number of well-established programs using cross-country sample surveys to gather data on people's experiences and perceptions regarding aspects of peace, justice and governance. These efforts help governments and civil society target programming and policies to respond better to peoples' development priorities.[34] Among national statistical offices, the SHaSA initiative has introduced harmonised add-on survey questionnaires on governance, peace and security. Eight African countries have conducted the surveys, three have already published reports, and a further 12 have formally undertaken to participate. Tunisia has worked hard to adapt the SHaSA approach to its national context during the Pilot Initiative and is well placed to build on this as part of early implementation of Goal 16.

4.4 The "localisation" of Goal 16

The Pilot Initiative has demonstrated the importance of work to help 'localise' Goal 16 targets, with regional and local Institutions, and further attention will be needed on this as part of SDG implementation.

The implementation of the MDGs emphasised the prominence of local actors in general, and Local Governments in particular, in achieving the development agenda goal.[35] The role of local institutions, local economic actors and communities is to provide legitimacy to global and national efforts towards the realisation of local and national development outcomes by ensuring development choices reflect the will of the people through popular participation and ownership.

'Localising' development should be seen as a process based on the empowerment of local stakeholders, rather than a translation of global policies within local contexts. A process aimed at making sustainable development more responsive, hence more relevant to local needs, aspirations and lives through sustained connections between global, national and local facets.

In addition to holding consultations at national level, most of the pilot countries have also held regional and local consultations, Indonesia for example selected geographically and demographically diverse regions to focus work, to get the benefit of inputs from different parts of the country. At the same time that the pilot work on Goal 16 was moving forward, a detailed Dialogue[36] was taking place under the auspices of the UN to identify an array of means for 'localising' the SDGs. UNDP, UN Habitat and the Global Taskforce of Local and Regional Governments will establish an integrated process for localising the SDGs in line with the UNDG MAPS Strategy for delivering effective support to countries in implementing the 2030 Agenda. A toolkit for localizing the SDGs in order to promote and operationalise the principles that resulted from the Dialogue will be a key part of follow up. Pilot countries will be well placed to take advantage of such support given their initial experience with Goal 16.

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[34] Mark Orkin, Mireille Razafindrakoto, Francois Roubaud, "Governance, peace and security in Burundi, Mali and Uganda: Comparative NSO data for measuring Goal 16 of the SDGs", DIAL, Paris, 2015.

[35] See the report: http://www.ipu.org/splz-e/unga14/post2015.pdf

[36] More information is available at: https://sustainabledevelopment.un.org/partnership/?p=11195

PRINCIPLES OF LOCALISING THE POST-2015 AGENDA

• Alignment of national SDG defined development goals and targets at the local level.

• A review and development of comprehensive and well-coordinated policies that will facilitate local initiatives in response to the localised SDG targets.

• Empowering local governments and local actors with capacity to drive responsive, inclusive and sustainable service delivery and local economic development.

• Supporting communities to claim their rights, be aware of their obligations and exercise responsibility

• Participation of local communities and local actors in defining their local needs and interests in the context of SDGs targets.

• Existence of local capacity (of empowered local governments, local institutions and actors) for the planning and implementation management of interventions leading to the realisation of the SDGs targets at local levels

• Existence of systems to mobilise, transfer and use national and local revenues by local governments in support of service delivery and local economic development targets in response to the SDGs.

• Capacity to mobilise, allocate and use national, local and donor revenues for service delivery and local economic development targets in response to the SDGs.

• Existence of stakeholder partnerships of central and local governments, communities and non-state actors in support of responsive service delivery and local economic development in response to the SDGs.

• Existence of monitoring, evaluation and learning systems to track implementation, evaluate impact, relevance and sustainability and report on local interventions in response to the SDGs.

4.5 Accounting for potential changes

Implementation of the SDGs will be challenging, and the pilot work has demonstrated the benefit of strong partnerships. Challenges related to the political process have also occasionally emerged at the country level, and the pilot work has emphasised the need for resilience and flexibility in this regard. In **Tunisia**, for example, after the adoption of the Constitution in January 2014, there were three government reshuffles with significant reorganisation, especially among the institutions involved in governance issues. Dealing with such changes can lead to new opportunities and challenges. Experience in the pilot countries shows the importance of flexibility to adapt to such changes, and the importance of a strong evidence base to underpin activity on Goal 16, to generate lasting and resilient political commitment on Goal 16.

5. Conclusion

Taken together, the experiences of pilot countries thus far demonstrates that while countries have faced similar challenges and bottlenecks in working with governance in the context of the SDGs, they have pursued very different models to successfully incorporate the proposed goal(s), targets and indicators into their measurement and monitoring frameworks. Goal 16, therefore, allows for some flexibility in terms of how countries choose to implement and localise its targets. The pilot work has also showcased how countries are able to protect their national sovereignty and policy space—an important principle endorsed in the draft outcome document of the UN summit for the adoption of the 2030 Agenda[37]—whilst still participating in an international framework.

In order to implement Goal 16, the Pilot Initiative clearly illustrate that prioritisation and aligning of indicators, partnerships, political commitment, and capacity-building are crucial. The need for balancing localised indicators with global standard indicators was also stressed during the final global workshop in Kigali as this would uphold minimum standards while tailoring Goal 16 to specific contexts. Through political commitment, partnerships and capacity-building, several pilot countries exemplified effective ways to bridge the gap between data collection and real impact. People's deep commitment to improving governance in their countries was recognised among all pilot countries as a major driving force for Goal 16, and thus also the need for seizing and fostering this commitment via smart indicators and channels for impact.

In addition, in the later stages of the pilot work, it was possible to see greater convergence between the targets and indicators chosen by the pilot countries and the targets of Goal 16. This suggests the potential for a consensus to emerge on the fundamental aspects of implementing Goal 16 – in terms of planning, monitoring, lesson learning and building partnerships. Evidence from the use of national, regional and international data sets also demonstrates that it is possible to measure aspects of Goal 16 in the short-term. The pilot process has highlighted that for national policy-makers, the implementation of Goal 16 represents a unique opportunity to raise technical and political capacities. These will be essential to ensuring the delivery of peaceful, just and inclusive societies within all countries.

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[37] UN, 2015.

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Annex 1: Country specific targets and indicators under consideration

The following tables show a list of possible indicators under consideration in each of the five pilot countries. The tables are work in progress and for illustration only.

Albania

Table 1: Proposed set of pilot governance targets / indicators						
NSDI Pillars	**Proposed target**	**Proposed Indicators**	**Data Source**	**Baseline**		**Target**
				Year	**Value**	**2020**
1. Governance in Albania approaches EU standards by 2030	1.1 Increased efficiency of courts' work	Proportion of pending cases relative to the number of cases registered for judicial review.	Ministry of Justice Judicial Performance Index. Latest available value: 2013 - 37.9%; 2017 target: 30-35% (Source: NSDI Section 8.1 / NSDI - 1.1)	2012	19.30%	20-25%
	1.2 Increased enforcement of judicial decisions.	Increase in level of enforcement of judicial judgments in accordance with the European standards.	Freedom House (Source: NSDI Section 8.1 & Justice strategy - 3.8)	2013	49 / 196	Increasing Trend – near the top 3rd quartile of the countries
	1.3 Increased access to justice for entitled groups, by penal or civil code.	Ratio of the number of persons benefiting from legal aid relative to the number of persons requesting free legal aid for the two categories (penal or civil), by sex and age.	Ministry of Justice. Last available value: 75.34% (until July 2015 25 female and 36 male requested legal aid); 2017 Target: 45% (target to be disaggregated by sex) (Source: NSDI Section 8.1 – NSDI 1.2)	2012	72.58% (1 female and 11 male requested legal aid)	48% (target to be disaggregated by sex)
	1.4 Increased protection for fundamental rights, especially freedom of expression.	Improvement in Albania's performance against the "Fundamental Rights" Indicator /Press Freedom - Average of Freedom of Press 1 (very good) - 100 (very bad) (inverted value); 2017 target: 30.50	Freedom House, Reporters sans frontier. (Source: NSDI & CSP)	2010	35.75	28.25
	1.5 Increased public trust in the police (increased public trust for reporting to the police through the system).	Number of public calls to the police.	Ministry of Interior (Source: NSDI 1.7 & Strategy of Public Order 6.6)	2014	190,932	223,000
	1.6 Increased impact of the fight against corruption.	Proportion of businesses reporting improved perceptions of corruption, generating an improved rank of Albania in Transparency International's Corruption Perceptions Index.	TI, World Bank Composite indicator 'Fight against corruption' - Average of global corruption and the corruption control 1 (very bad) - 100 (very good)) 2017 Target: 38.20 (Source: NDSI (7.6) /CSP)	2012	29.9	51.33 (Very Good)
	1.7 Increased transparency in the government's policy-making process	Improvement in Albania's performance against the Transparency Index of the World Economic Forum, with a score from 1 (minimum) to 7 (maximum) - (2015 value: 4; 2017 target: 5)	WEF evaluation SIGMA (Source: SIGMA indicator & PAR Strategy - 4.2 & NSDI)	2012	4.37	6
	1.8 Increased satisfaction in public sector recruitment.	Number of complaints relating to recruitment in the civil service accepted by the court (starting from the second half of 2014).	SIGMA (Department of Public Administration) (Source: PAR Strategy Indicator 6.c & SIGMA & NSDI).	2014		20%

NSDI Pillars	Proposed target	Proposed Indicators	Data Source	Baseline		Target
				Year	Value	2020
1. **Governance in Albania approaches EU standards by 2030**	1.9 Improved Governance & Public Administration Reform.	Improvement in Albania's performance taken as an average of surveys of Government Effectiveness, Burden of Government Regulation and Regulatory Quality: 1 (Worst) - 100 (Best)] Target for 2017: 60.19	Transparency International, World Bank, WEF (Source: NSDI / & Indicative Strategy Paper 4.12)	2012	53.34	63.19
	1.10 Increase in the extent to which policies for the provision of services focusing on the citizen are adopted and applied in practice.	Number of policies adopted and applied for the provision of services.	SIGMA (Source: PAR Strategy & SIGMA indicators Scale: 0 to 5 0= Worst/none of elements are met & 5=best) (4.11)	2014	2	Increasing Trend
	1.11 Increased satisfaction of IPRO/ZRPP clients for the provided services	Percentage of citizens expressing satisfaction in the provision of IPRO/ZRPP services, measured as the percentage of female/male clients "satisfied" or "very satisfied".	Immovable Property Registration Office/ Independent Survey Last available value: 2014 - 22% male & 26% female; 2017 Target: 60% (50:50 women/men) (Source: NSDI Section 10.1 / NSDI 1.19)	2012	30%	80% (50:50 women/ men)
	1.12 Increased financial strengthening rate for Local Government Units, in terms of the proportion of own revenue of LGUs relative to intergovernmental transfers.	Ratio of Unconditional Transfer relative to Local Revenues (%)/ 2017 Target: 40/60	Ministry of Finance (Source: NSDI Section 8.5 & Decentralisation Strategy – 4.26)	2012	45%/55%	35%/65%
2. **Ensuring macro economic and fiscal stability**	2.1 Increased availability of easily accessible, high quality and comprehensive information on Albania's public finances.	Improvement in Albania's ranking in Transparency International's "Open Budget Index".	Transparency International Ministry of Finance Transparency International's open budget index (OBI - measured on a scale from 1=lowest to 100=highest); latest available value: 2015: 38; 2017 target: 60th rank (Source: NSDI Section 9.2 & PFM Strategy - 2.8)	2012	47	70th rank
	2.2 Increased Effectiveness in collection of payments and taxes	Ratio of actual collection relative to taxation obligations.	IMF latest available value: 2013: 90%; 2017 target 95% (Source: NSDI Section 9.2 & PFM Strategy)	2013	90%	95%
3. **Competitive market economy**	3.1 Increased FDI volume	Ratio of FDI as a percentage share of GDP – 2017 target: 8.8%	Ministry of Finance (Source; NSDI Section 5.4 / NSDI - 1.21)	2012	6.3%	9%
	3.2 Increased pace of establishment of Enterprises by women (new businesses per year), by sex of owner.	Volume of new Enterprises established, disaggregated by female/male owners of new Enterprises established in a year – 2017 target: 32.5% by women, 67.5% by men	Ministry of Economic Development Trade Tourism and Entrepreneurship INSTAT (Source NSDI section 10.2 / NSDI – 1.20)	2012	12,828 new enterprises 30.1% by women, 69.9% by men	34.5% by women, 65.5% by men
	3.3 Improved quality and range of Online Services	Improvement in Albania's performance on the Online Services index (index measures the purpose and quality of online services).	UNPAN last available value: 2014 - 0.4488; 2017 target: growth by 20% (Source: NSDI Section 10.4 & Digital Albania Strategy - 5.1)	2012	0.4248	Growth by 30%
4. **Sustainable growth through efficient use of resources**	4.1 Increased access to water	Percentage of population supplied with water in urban and rural areas.	Ministry of Transport and Infrastructure/ INSTAT Latest available value – 2013: 80.6%; 2017 Target: 98/85 (Source: NSDI Section 12.8 / NSDI 1.25)	2013	809.6%	100% 95%
	4.2 Increased cash-collections from electricity sales.	Volume of cash-collections from electricity sales.	Ministry of Energy And Industry/ Latest available value: 2013- 79.3%; 2017 target: 92% (Source: NSDI section 12.1 – indicator 3 / NSDI – 1.27)	2013	79.3%	93%

NSDI Pillars	Proposed target	Proposed Indicators	Data Source	Baseline		Target
				Year	**Value**	**2020**
5. Social development and cohesion through investing in people	5.1 Increased percentage of women's employment in the public sector, in 4 highest positions.	Percentage of women in the 4 highest positions according to the Civil Servant Status	INSTAT; last available value: 2013: 29%; 2017 target: 29% (Source: NSDI Section 11.7 / NSDI - 1.24)	2013	29%	At least 30%
	5.2 Decrease youth unemployment level for the age group 15-29 years	Rate of youth unemployment representing the unemployed youth as a percentage of the labour force (%), disaggregated by gender.	INSTAT / (LFS) Last available 2014 value: 34.5% total, 37.3% female, & 31.8% male; 2017 target: 35% total, 30% female, & 40% male; (Source: NSDI Section 11.3 / NSDI – 1.26)	2014	34.5% total 37.3% female 31.8% male	30% total 25% female 35% male

Indonesia

Table 2: Possible SDG 16 indicators				
SDG Goal 16 Targets	**Nº**	**Indicators**	**Data Gap**	**Recommendation**
Target 16.1 Significantly reduce all forms of violence and related death rate everywhere	1	Percentage of population who are subject to physical, psychological and sexual violence in the last 12 months	Available data cannot be disaggregated by type of violence: physical, psychological or sexual.	Definition of each type of violence shall be based on global proposal If Susenas data is used, it is necessary to categorize types of violence according to global proposal
	2	Number of victims of first degree murder is based on age and gender per 100,000 population	*Susenas* has not asked about victims since 2015. Police data is only based on cases and not victims.	If police data is used, data of crime victims, including murder victims, shall be documented in administrative reports completely in order to be processed Victim data shall be taken into account in addition to case data
	3	Deaths due to conflict per 100,000 population by age, sex and cause of death	Data unavailable	Police conflict data must include the number of deaths. If other sources are agreed to such as the Village Potential Survey (Podes), question about the number of conflict victims must be added
	4	Proportion of violent crimes incidence against total crime	There are two data sources in the Police: Bureau of Operations Control and *Pusiknas*	Need an agreed definition of the total to be used, whether the initial report or resolved cases, as well as agreement on data source
	5	Violent crime rates	There are two data sources in the Police: Bureau of Operations Control and *Pusiknas*	Need an agreed definition of the total to be used, whether the initial report or resolved cases, as well as agreement on data source
Target 16.2 End abuse, exploitation, trafficking, all forms of violence and torture against children	1	Percentage of children aged 1-17 years who have been subject to corporal punishment in the last 12 months	No data	A corporal punishment variable shall be added in the Survey on Violence against Children
	2	Number of detected and undetected victims of trafficking per 100,000 population	Many data sources	Need coordination between data collecting agencies to avoid double counting and to establish definitions nationally
	3	Percentage of young females and males aged 18-24 who have been subject to sexual violence before the age of 18 years	Data available from KtA – KPP-PA Survey, Prevalence of Violence experienced by males and females in the 18-24 year cohort before the age of 18	Can be recommended to global level to measure prevalence and not percentage
	4	Rate of violence against children	Many data sources with different definitions but same collection method, which is based on complaints or reports	Need to determine main data source for measurement or determine method of measurement from various data sources in order to avoid double counting

SDG Goal 16 Targets	Nº	Indicators	Data Gap	Recommendation
Target 16.2 **End abuse, exploitation, trafficking, all forms of violence and torture against children**	5	Ratio of lawyers concerned with child cases against total of lawyers	Data not available	Need to establish definition of lawyers concerned with child cases and identify them for data collection
Target 16.3 **Promote rule of law at national and international levels, and ensure equal access to justice for all**	1	Percentage of people in detention not yet sentenced against the total number of detainees and prisoners	Data available	
	2	Percentage of victims of violence in the last 12 months reported to authorities (crime reporting rate)	Data is not available for the complete definition as stated by authorities	If *Susenas* data is to be used, then it shall not be limited only to police reports but other authorities as well, including customary institutions, etc.
	3	Proportion of budget disbursed for legal aid against total National/ Regional Budget (APBN/APBD)	Data available	
	4	Proportion of provinces and districts/ cities that have budgeted for legal aid from Regional Budget (APBD)	Data available	
	5	Proportion of budget sequestration of legal aid for the poor	Data available	
	6	Ratio of legal aid recipients with legal aid against the number of applicants	Data available but cannot yet be presented	Data in BPHN need to be processed
	7	Proportion of assistance to the poor in case handling process against the total number of cases	Data not available	Need further discussion regarding the concept of this indicator
	8	Proportion of assistance in case handling process at prosecution	Data not available	Need further discussion regarding the concept of this indicator
	9	Number of civil cases resolved through mediation	Data not available	
	10	Number of cases serviced at Legal Aid Post	Data not available	
	11	Total number of case fees exempted	Data not available	
	12	Number of legal aid recipients that are children, persons with disabilities, and women	Data not available	
	13	Ratio of judges to population	Data available	
Target 16.4 **By 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime**	1	Percentage of registered and tracked firearms based on international standards and regulations	Data not available. Data available at the Police is related to firearms smuggling not firearm ownership	Need data collection
	2	Percentage of marked and recorded small firearms at time of import according to international standards	Data not available	Global metadata has not been established and is still under discussion
	3	Total value of illicit financial flows in and out of country (in US $)	Data not available	Data cannot be accessed for display
	4	Realization of corruption crime asset recovery paid into state treasury compared to total assets seized by the state under court decision	Data available at KPK and Attorney General	Need data collection from a number of sections in each institution
	5	Incidence of terrorism crime	Data available at several institutions such as the Police and BNPT. Data available at the Police is only on bomb threats	Need inter-agency coordination to present accurate data
Target 16.5 **Substantially reduce corruption and bribery in all its forms**	1	Percentage of population who pay bribe to officers or who are solicited for a bribe in the last 12 months	Data available is not percentage but index	An Anticorruption Behaviour Index may be proposed to global level

SDG Goal 16 Targets	Nº	Indicators	Data Gap	Recommendation
Target 16.5 Substantially reduce corruption and bribery in all its forms	2	Index of Opinion/Assessment of Public Habits related to corruption	Data available	
	3	Index of Experiences Related to Certain Public Services	Data available	
	4	Other Corruptive Experience Index	Data available	
	5	Anti-Corruption Law Enforcement Index/ Corruption Law Enforcement Index	Data available	
	6	Corruption Perception Index (CPI)	Data available	
Target 16.6 Develop effective, accountable, and transparent institutions at all levels	1	Proportion of government's main expenditure against approved budgets	Data available	
	2	Proportion of population satisfied with public services	Proportion data is not available, but a Public Satisfaction Index (PSI) is available, however a National Index is not yet available PSI can be used as a proxy to measure the indicators. Need time uniformity in implementing the survey at every level and institution and reporting time and index availability	Need a separate survey to measure the proportion
	3	Number of policies of local government officials found unlawful by administrative courts (PTUN)	Data will be available starting in 2015 Indonesia Democracy Index (IDI)	
	4	Local government efforts to provide regional budget (APBD) information Data will be available starting in 2015	Indonesia Democracy Index (IDI)	
	5	Results of Regional Government Performance Evaluation (EKPPD)	Data available	
	6	Bureaucratic Reform Index	Data available	Process of collecting and measuring time uniformity of each ministry/ agency
	7	Level of compliance with Law 25/2009 regarding public services	Data available	
	8	Index of Government Performance Accountability System (SAKIP)	Data available	Process of collecting and measuring time uniformity of each ministry/ agency
	9	Public Service Integrity Index	Change in methodology	Need agreement to use this indicator to measure target
Target 16.7 Ensure inclusive, responsive, participatory and representative decision-making at all levels	1	Proportion of positions in National/ Regional Legislature (DPR/DPRD), public service, judiciary, against the number of positions in government	Data cannot be provided	Need data collection from various sources
	2	Proportion of countries that raise the issue of multi-sector needs of youth in national development plans and poverty reduction strategies Global metadata has not been set	Global metadata has not been set	
	3	Civil Liberties Index	Data available	
	4	Political Rights Index	Data available	
	5	Democratic Institutions Index	Data available	
Target 16.8 Broaden and strengthen participation of developing countries in the institution of global governance	1	Percentage of state's involvement in decision-making in International Organisations	Global indicators	

SDG Goal 16 Targets	Nº	Indicators	Data Gap	Recommendation
Target 16.9 **By 2030 provide legal identity for all including birth registration**	1	Percentage of children under 5 years of age recorded by civil registration	There are two sources of data: Susenas Data Civil registry that cannot yet be furnished	Need to agree on main data source for measuring indicators
	2	Percentage of children 0-17 years old with birth certificates	There are two sources of data: Susenas Data Civil registry that cannot yet be furnished	Need to agree on primary data source for measuring indicators
	3	Percentage of children 0-1 year old with birth certificates	There are two sources of data: Susenas Data Civil registry that cannot yet be furnished	Need to agree on primary data source for measuring indicators
	4	Percentage of people with Population Identification Number (*Nomor Induk Kependudukan* / NIK)	There are two sources of data: Susenas Data Civil registry that cannot yet be furnished	Need to agree on primary data source for measuring indicators
Target 16.10 **Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements**	1	Number of cases of murder, kidnapping and forced arrest, torture and ill-treatment of journalists, media crew, trade unions, and human rights defenders in the last 12 months	Disaggregated data is not yet available. Data based on reporting. Data is spread across several institutions.	Need to disaggregate by characteristics of victims and not the number of cases. Need to appoint an agency authorized to issue data as the official data source for measuring indicators.
	2	Level of public satisfaction, especially in terms of ease of access to public information that has been protected by Law on Freedom of Information.	Data not available	Need to conduct a separate survey on the ease of access to public information
Target 16.a **Strengthen relevant national institutions including through international cooperation, for building capacities at all levels, in particular for developing countries for preventing violence, and combating terrorism and crime**	1	Percentage of victims who reported experiencing physical and sexual abuse to authorities/law enforcement officers within the last 12 months	Data is not available for the complete definition specified by authorities	If *Susenas* data is to be used, then it shall not be limited only to police reports but other authorities as well, including customary institutions, etc
	2	Bureaucratic Reform Index for Law Enforcement Institutions such as the National Police, Prosecutors, Courts	Data is available but cannot yet be displayed	Process of collecting and measuring time uniformity of each ministry/ agency
	3	Number of partnerships between law enforcement agencies (Police, Prosecutors, KPK (PJKAKI), BNN, BNPT, Ministry of Law and Human Rights) with international Organisations	Data not available	Need data collection
Target 16.b **Promote and enforce non-discriminatory laws and policies for sustainable development**	1	Percentage of population who reported experiencing discrimination and harassment in the last 12 months based on prohibition of discrimination under international human rights law	Data is based only on number of complaints and is still sourced from reports to the Human Rights National Committee (*Komnas HAM*) Data on harassment is not available	Need a separate survey
	2	Number of statutory laws that are discriminatory in terms of gender, ethnicity, or other vulnerable groups	Data available	
	3	Number of actions or statements of government officials that are discriminatory in terms of gender, ethnicity, or other vulnerable groups	Data available	
	4	Percentage of discriminatory laws or regional bylaws that are reviewed compared to proposed law/regional bylaws	Data not available	Need data collection

Rwanda

Target	Indicator/s	Baseline	Target by 2030	Data sources
1. State capacity				
1.1.1 Increased percentage of births registered.	1.1 Free and universal legal identity for all citizens via, for instance: birth registrations.		Births to be registered within 30 days after delivery.	National Identification Agency (NIDA)
1.2 Mobilisation of domestic resources through a reduction of national dependency on foreign aid, promotion of aid management efficiency, and by utilising district revenues.	1.2.1 Reduced percentage of foreign aid in the national budget.	48%	25%	Ministry of Finance and Economic Planning (MINECOFIN)
	1.2.2 Increased proportion of own revenues vis à-vis the district's total budget.	21% (2012-2013)		MINECOFIN
1.3 Ensure security and safety by reducing violence and associated rates of death and by increasing confidence in security organs, e.g. police, reserve forces, etc.	1.3.1 Decreased homicide rates (per 100,000 of the population).	0.0003/100 000 (2012)	25%	Rwanda Governance Board (RGB) and Rwanda National Police (RNP)
	1.3.2 Increased level of satisfaction with personal and property security at the local level.	87.12% (2013)		RLGB-IRDP
	1.3.3 Increased percentage of people expressing confidence in security organs – police, reserve forces etc.			RGB-CRC 2015
1.4 Utilise development assistance for sustainable development by promoting 1.5 timeliness and efficiency of aid management.	1.4.1 Increased proportion of aid delivered to national budget by the date agreed between Government and development partners.			MINECOFIN & DPs
2. Anti-corruption, transparency & accountability				
2.1 Combat corruption by, for instance: targeting the private and public sector, developing innovative and efficient tools for controlling corruption and by promoting timely asset declarations among senior government officials.	2.1.1 Reduced percentage of the population who have directly experienced corruption.	85.7% (2013)		Transparency International-Rwanda
	2.1.2 Increased percentage of citizens satisfied with core institutions in fighting corruption.	88% (2013)	100%	RGB via RBI
	2.1.3 Increased percentage of senior government officials making timely asset declarations.	97%	100%	Office of Ombudsman
2.2 Ensure institutional transparency by enabling public access to budget information and processes.	2.2.1 Increased percentage of budget information made publicly available.		100%	MINECOFIN
2.3 Improve access to public information in law and practice through: 1) adopting and implementing constitutional, statutory and/or policy guarantees for public access to information; and 2) by promoting clean budgeting.	2.3.1 Increased number of constitutional, statutory and/or policy guarantees for public access to information, with respective action plans.			RGB and Office of Ombudsman
	2.3.2 Increased clean budget expenditures (without audit objections), in the national budget.			Office of Auditor General (OAG)

Table 3: Summary of Proposed SDGs' Governance Indicators and Targets: Illustrative national adaptation for Rwanda

Target	Indicator/s	Baseline	Target by 2030	Data sources
2.4 Foster accountable institutions via, for instance, the creation of possibilities for CSOs' to influence public policies, the building of capacity among Parliamentary Public Accounts Committee and Ombudsman, and by improving the possibilities to audit the annual budget.	2.4.1 Increased number of public processes influenced by CSOs. 2.4.2 Increased number of audit reports considered by the PAC in each session of Parliament. 2.4.3 Increased numbers of petitions processed and concluded relative to the total number received. 2.4.4 Increased percentage of annual national budget audited by Office of Auditor General. 67%	67% 78%	90% 90%	Easily accessible data via the CSO Development Barometer Parliament's Committee on Public Accounts (PAC), Office of Ombudsman OAG
3. Participation & engagement				
3.1 Promote citizen participation, strengthen channels for participation, and improve public service delivery to citizens.	3.1.1 Increased percentage of citizens satisfied with their participation in decision-making. 3.1.2 Increased percentage of citizens satisfied with service delivery related to local governance, justice, health, education and agriculture.	64% (CRC, 2013) Net percentage: 72% (RGS, 2014)	85-90 %	Easily accessible data available through RGB, CRC, RDB and RDP. RGB, RGS
3.2 Ensure that CSOs have the possibility to impact local government.	3.2.1 Improved possibilities for CSOs to impact policy processes.	67% (2012)		RGB, Joint Action Development Forum (JADF) & CSOs
4. Inclusion and non-discrimination				
4.1 Promote power-sharing and inclusive politics in law and practice.	4.1.1 Increased percentage of citizens expressing net satisfaction with power-sharing.	67% (2012)		CSO Barometer
4.2 Promote gender equality in leadership through ensuring gender parity in executive, legislative and judiciary organs.	4.2.1 Gender parity in leadership roles in: - executive - legislative - judiciary	74.69% (2013) 88.50% (2013) 85.60% (2013)	100% 100% 100%	National Gender Statistics Report, MINALOC National Gender Statistics Report, parliament.org Judicial Gender statement, National Gender Statistics Report
4.3 Strengthen social protection and eradicate poverty via increased accessibility to and satisfaction with social protection programmes, and via continued promotion of education among the most vulnerable.	4.3.1 Decline in the percentage of people living under the poverty line. 4.3.2 Increased percentage of citizens satisfied with social protection services. 4.3.3 Increase in the level of satisfaction with education services among citizens.	44.9 % (2012) 69.10% (CRC 2013)	 90%	NISR RGB via CRC RGB via CRC
4.4 Strengthen level of social cohesion and national unity, and promote non-discrimination and social justice in laws and practices.	4.4.1 Increased percentage of citizens adhering to "Rwandanness" – Ubunyarwanda. 4.4.2 Increased level of trust among citizens.	95.38% (Rwanda Reconciliation Barometer 2013). 71.8% (Rwanda Reconciliation Barometer 2013).		National Unity and Reconciliation Commission (NURC) NURC

Target	Indicator/s	Baseline	Target by 2030	Data sources
5. Justice and rule of law				
5.1 Promote citizens' access to justice and protect citizens rights, for instance via: protection of women's rights to inheritance and property, improving performance of judiciary, prosecution and crime-preventing organs; promoting alternative dispute resolutions and abolishing the death penalty.	5.1.1 Increased number of citizens covered by Access to Justice Bureaus (MAJ).	80% (RLGB, IRDP 2013)	95%	RGB & MINIJUST
	5.1.2 Increase percentage of citizens satisfied with the service delivery by MAJ.	79.4% (RLGB, IRDP 2013)	100%	MINIJUST, JRLO and Secretariat
	5.1.3 Increased access to legal aid among citizens.	75%	90%	RGB & Supreme Court
	5.1.4 Improved performance of the judiciary, indicated via increased disposal rate of decided cases relative to the total of pending/filed cases in the judiciary organs.	80% (2012-2013)	90%	RGB, RGS
	5.1.5 Improved performance of the prosecution, indicated via the percentage of convictions relative to cases submitted to court.	87.53% (2014)	90%	RNP
	5.1.6 Increased percentage of citizens satisfied with personal and property security at the local level.	87% (RLGB-IRDP 2013)	100%	MINIJUST & National Public Prosecution Authority (NPPA)
	5.1.7 Percentage of backlogs processed against those existing in previous year.	100%	100%	Rwandan Constitution
	5.1.8 Provision in the Constitution of Rwanda for abolition of the death penalty. 80% (RLGB, IRDP 2013)			
6. Political rights and civil liberties				
6.1 Promote media freedom.	6.1.1 Increased percentage of citizens with media availability and access to information.	55.2% (Media Barometer 2013)		Media Barometer and RGB and CSO Barometer
	6.1.2 Increased percentage on citizens' perceived freedom to expression.	64.8% (CSO Barometer 2012)		See above
	6.1.3 Increased percentage of perceived media freedom.	75.22% (Media Barometer 2013)		See above
	6.1.4 Strengthened vibrancy and voice of media and other non-state actors in policy processes.	72.1% (Media Barometer 2013)		See above
6.2 Foster CSO participation and vibrancy through the promotion of CSOs' capacities to influence policy and their possibilities to participate in local governance.	6.2.1 Perceptions from citizens on CSOs ability to affect e.g. democracy, poverty, gender issues etc.	75% (2015)		CSO Development Barometer and Joint Action Development Forum (JADF)
	6.2.2 Effectiveness of CS activities in promoting democracy at a societal level (citizens' perception).	72.4% (2015)		CSO Barometer
	6.2.3 Increased extent to which citizens can make decisions within their Organisations (based on CSO members' and CSO leaders' perceptions)			CSO Barometer and JADF
	6.2.4 Improved possibilities for CSOs to impact policy processes.	67% (2012)		CSO Barometer

Target	Indicator/s	Baseline	Target by 2030	Data sources
6.3 Promote a good environment for political parties and political processes via, for instance: promotion of citizens' respect for democratic principles, creation of possibilities to elect leaders of choice, and enabling access for all political parties to carry out political campaigns.	6.3.1 Increased percentage of citizens expressing their respect for the principles of democracy. 6.3.2 Equal access of political parties to open (public places) political campaigns.	84.4% (CRC 2013) 100% (2013)	90%	NEC & RGB National Election Commission

Tunisia

Table 4: Provisional list of targets and indicators under consideration in Tunisia

Goal:
Consolidate a state which is the guarantor of rights and fundamental freedoms, enhance efficiency, integrity, transparency and accountability of institutions at all levels in an enlightened, vigilant, inclusive and participatory society

Code Indicator	Indicator from Workshop	Indicator category	Unit & Frequency	Data Generation
Target 1 **Promoting the rule of law and ensure equal and easy access to justice.**				
1.1	Percentage of Tunisians saying they fully trust in Justice.	Perception	Percent, 3 to 5 years	Perception survey
1.2	Percentage of Tunisians who agree that all citizens are equal before the law.	Perception	Until provisions are reflected in domestic law/ Percent, 3 to 5 years	Administrative record; / Perception (victimization) survey
1.3	Percentage of favourable responses to requests for legal assistance during the past 12 months, relative to the total number of requests.	Result	Percent, annual	Administrative record;
1.4	Total number of cases of abuse of power of the administration during the past 12 months.	Result	Percent, annual	Administrative record;
1.5	Un-sentenced detainees as percentage of overall prison population.	Result	Percent, annual	Administrative record;
1.6	Proportion of the budget allocated to legal assistance.	Capacity	Percent, annual	Administrative record;
1.7	Percentage of the budget of the Ministry of Justice allocated to the rehabilitation and reintegration of prisoners.	Capacity	Percent, annual	Administrative record;
Target 2 **Preventing and fighting against terrorism, money laundering and all forms of cross-border crime**				
2.1	Percentage of Tunisians declaring that terrorism is a potential threat to their security in their daily lives.	Perception	Percent, 3 to 5 years	Perception survey
2.2	Number and estimated monetary value of seizures by the customs services of drugs, counterfeit goods, goods entering the country illegally in the last 12 months.	Result	Percent, annual or 3 to 5 years	Administrative record;

Code Indicator	Indicator from Workshop	Indicator category	Unit & Frequency	Data Generation
2.3	Total number of the reports of suspicious transactions transmitted by the Tunisian Commission for Financial Analysis (TCAF) to the prosecutor in the last 12 months	Result	------------	------------
2.4	Approval, ratification of the UN convention on the fight against transnational organized crime.	Capacity	Until reflected in domestic law	Administrative record;
Target 3 **Reduce corruption under all its forms / Reducing corruption in all its forms**				
3.1	Improvement in Tunisia's performance on The Corruption Perception Index (CPI).	Perception	Percent 3 to 5 years	Perception survey
3.2	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 these public officials, during the previous 12 months	Result	------------	------------
3.3	Proportion of businesses 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 these public officials, during the previous 12 months	Result	Percent, annual	Administrative survey
3.4	Existence of a legal framework for the fight against illicit enrichment, to the declaration of assets and to the protection of corruption whistle-blowers.	Capacity	Until reflected in domestic law; / Percent, annual	Administrative data
Target 4 **Developing performing, innovative, accountable and transparent institutions at all levels / Building and strengthening accountable, transparent and efficient institutions at all levels**				
4.1	Percentage of Tunisians who think that appointments to the public service are based on the criterion of professional merit.	Perception	Percent, 3 to 5 years	Perception survey
4.2	Number of simplifications of administrative procedures, relative to the number of procedures reviewed	Result	Number/ percent, annual	Administrative record;
4.3	Presentation of the state budget by objective and annual assessments of the performance of these.	Capacity	Percent, annual	Administrative record;
4.4	Numbers of public bodies' governance standards developed taking into account the challenges of sustainable development.	Capacity	Percent, annual	Administrative record;
Target 5 **Ensuring inclusive participation during the development, monitoring, and evaluation of public policies, at all levels**				
5.1	Percentage of Tunisians who declare feeling excluded or not involved in the development, monitoring and evaluation of public policy choices at local level.	Perception	Percent 3 to 5 years	Perception survey
5.2	Percentage of Tunisians reporting willingness to go voluntary municipal services in order to pay local taxes in the event of non-receipt of notice of payment.	Result	Percent, annual or 3 to 5 years	Administrative record;
5.3	Existence of a national participatory evaluation of public policy repository.	Capacity	Until established / 3 to 5 Years	Administrative record;

Code Indicator	Indicator from Workshop	Indicator category	Unit & Frequency	Data Generation
Target 6 Extend the effective representation and strengthen the responsible participation of Tunisia in the global governance institutions, managed equitably / Partnering non-governmental organisation and media in furthering development and good governance.				
6.1	Percentage of Tunisians who report being satisfied with the foreign policy of Tunisia.	Perception	Percent, annual or 3 to 5 years	Administrative record;
Target 7 Ensuring efficient access to public information / Ensuring right to information in the public domain				
7.1	Percentage of Tunisians saying that press freedom is restricted.	Perception	Percent, annual	Administrative record;
7.2	Number of journalists and associated media personnel that are physically attacked, unlawfully detained or killed as a result of pursuing their legitimate activities.	Result	Percent, annual	Administrative record;
7.3	Existence and Implementation of a national law/or constitutional guarantee on the right to information.	Capacity	Until enforced/ Percent, annual	Administrative record;
Target 8 Ensuring the fundamental rights and freedoms of citizens in accordance with national laws and ratified international agreements / Promoting and protecting human rights and freedoms in accordance with national law and international conventions				
8.1	Percentage of Tunisians declaring that the decisions taken by their governments respect the fundamental rights and freedoms enshrined in the constitution.	Perception	Narrative or percent, until ratified, enacted or enforced/ Grades	Administrative record;
8.2	Percentage of Tunisians feeling safe walking the streets at night in their locality.	Perception	Percent, 3 to 5 years	Perception survey
8.3	Number of complaints filed by citizens (or civil society) for justice in relation to non-compliance with individual and collective rights and freedoms.	Result	Percent, 3 to 5 years	Administrative record;
8.4	Percentage of 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	Result	Percent, 3 to 5 years	Perception survey
Target 8 Ensuring the fundamental rights and freedoms of citizens in accordance with national laws and ratified international agreements / Promoting and protecting human rights and freedoms in accordance with national law and international conventions				
9.1	Percentage of Tunisians saying they fully trust the Higher Independent Body for Elections	Perception	Percent, as per the national election cycle in the country	Administrative record;

Code Indicator	Indicator from Workshop	Indicator category	Unit & Frequency	Data Generation
9.2	The election turnout.	Result	Percent, as per the national election cycle in the country	Administrative record;
9.3	The percentage of Tunisians saying that elected officials are listening to them and take into account their opinion.	Result	Percent, as per the national election cycle in the country	Administrative record;
9.4	Per capita communication budget of Higher Independent Body for Elections.	Capacity	Percent, as per the national election cycle in the country	Administrative record;

United Kingdom

Target	Possible Indicator	Data sources
Table 5: Potential targets, indicators and data sources to track progress on aspects of governance in the UK		
Goal: **Ensure good governance and effective institutions**		
Provide free and universal legal identity, such as birth registrations	Number of people with birth certificates or ID papers. Proportion of people possessing legal identification. Number of children under 5 whose births have been registered.	Easily collectible data, however: difficult to assess who has NOT been registered (real time data available continuously)
Ensure that people enjoy freedom of speech, association, peaceful protest and access to independent media and association	National law or constitutional guarantee of freedoms: expression, association, movement, belief, etc. Percentage of respondents indicating that, in general, the freedoms of personal expression, movement, religion and association are respected in the country. Proportion of eligible population registered as voters. Percentage of respondents who think that local elected councillors/traditional leaders listen to people like themselves. Percentage of respondents indicating that they are a member of a local religious, professional, cultural, savings or investment, political, sporting or other organisations. Proportion of requests for holding demonstrations accepted by the administrative authorities. Proportion of journalists and any other media persons who reported sanctions, political or corporate pressure for the publication of information. Percentage of respondents indicating that freedom of the press and other media is respected in the country.	• Local authorities and the electoral commission have this information • Very high data quality as numerous government departments collect and/or quality assure this information Registration to vote (continuously available) • British Social Attitudes Survey (annual) • Press Complaints Commission (continuously available)
Increase public participation in political processes and civil engagement at all levels	Increase by x% the proportion of people surveyed who express satisfaction with [elections, ability to express opinions, etc]. Proportion of seats held by women in national parliament and local elected bodies.	• World Bank indicators regarding access to services (disaggregated by gender) could be used to create a more complete indicator • Cabinet Office and UK parliamentary statistics on gender representation and access to services are available • British Social Attitudes Survey (annual) • Eurobarometer Survey (bi-annual)

Target	Possible Indicator	Data sources
Guarantee the public's right to information and access to government data	Right to information enshrined in constitution or national legislation that guarantees the public's right to information and access to government data. Percentage of population with mobile phone and broadband coverage. Administrative data on budget documents publication. Increase by x% the proportion of people surveyed who express satisfaction with government performance in fulfilling its obligations under its "access to information" system. Increase in transparency and participation in public budgeting. Existence of legislation on corporate reporting that requires companies to report on their social and environmental impact, including human rights impact and tax paid. Compliance with international standards for FOI/RTI legislation. Proportion of FOI requests that meet minimum standards of timeliness and open standards. Percentage of government procurement that is advertised publicly. Percentage of procurement decisions published. Compliance with EITI standards for extractive industries. Percentage of respondents saying they trust their taxes are well spent.	• Underlying data from the Open Budget Index should be able to capture progress in this area There might be a need to revisit the participatory budget elements of the index to further refine measurements • Freedom of Information Act (continuously available) • UK score on Open Budget Index (every other year) • ONS website (publication of most official statistics) • Official Journal of the European Union (OJEU - continuously available)
Reduce bribery and corruption and ensure officials can be held accountable	Proportion of senior officials and parliamentarians who fully disclose relevant financial interest. Proportion of people who report paying a bribe for services. Ratification of UNCAC and up-to-date legal framework against bribery, corruption and tax abuses which facilitates stolen asset recovery. Existence of mandatory public register that discloses the beneficial ownership of trust funds and companies. Existence of a dedicated corruption-reporting mechanism through which citizens can report corruption cases. Percentage of respondents who report paying a bribe when interacting with government officials in the last 12 months. Conviction rate for all corruption cases.	• Financial register is available, although detailed investigations are only undertaken if there is a complaint • Freedom of Information Act and Open Data Charter ensure timely data should be available • Transparency International: Corruption Perceptions Survey (annual)
**Goal:** **Ensure stable and peaceful societies**	
Reduce violent deaths per 100,000 by [x] and eliminate all forms of violence against children	Global violent death rate per 100,000 Includes homicide and conflict deaths). Number of people who report feeling safe walking alone at night in their communities. Number of people who report trust in the police and other security providers. Percentage of girls and women who report being subjected to physical or sexual abuse in the last 12 months.	• ONS Crime Survey and Community Life Survey provides relevant questions (annual) • Plethora of annual and bi-annual surveys from the UN and NGOs such as the Small Arms Survey, Uppsala Conflict Data Programme, UN/WHO Global Burden of Armed Conflicts
Ensure justice institutions are accessible, independent, well-resourced and respect due process	Number of un-convicted prisoners detained for more than a year. Number of people who report trust in the judiciary and informal justice providers. Proportion of businesses reporting confidence in enforceability of contracts in national courts. Proportion of prisoners kept in pre-trial detention relative to total number of prisoners, OR median length of pre-trial detention. Average time to resolve criminal and civil disputes.	• Ministry of Justice (MoJ) court statistics provides detailed information on the time it takes to resolve disputes • World Justice Report Rule of Law indicator (annual) • World Bank Good Governance Indicators (annual) • UN Rule of Law Indicators (annual) • Bertleham Transformation Index (annual) • World Economic Forum (annual) • Judicial Independence Score (Gallup-annual)

Target	Possible Indicator	Data sources
Stem external stressors that lead to conflict, including those relating to organized crime	Reduce the number of Internally Displaced Persons by x%. Percentage reduction in illicit arms transfer and trafficking.	• Data available from the MoJ and Home Office • UNODC data (annual) • Good governance indicators (annual) • Number of refugees (Home Office – annual)
Enhance the capacity, professionalism and accountability of the security forces, police and judiciary	Procedural mechanisms exist for citizens to question officials about their decisions/actions. Number of people who report trust in the police and other security providers. Number of people who report trust in the judiciary and informal justice providers. Increase the capacity of justice institutions to process cases by x%.	• Need to develop more sophisticated measures of capacity building in conjunction with MoJ. International evidence suggests this is feasible.

Annex 2: Material from the Global Workshop on April 15-16, 2015 in Tunis.

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AGENDA

Wednesday, 15 April 2015

09:00 – 09:30	Registration and coffee
09:30 – 09:45	Introductory announcements and orientation
09:45 – 10:15	**Welcome and Opening Remarks** **Tarek Bahri ,** General Director, Presidency of the Government, Republic of Tunisia **Mounir Tabet ,** UN Resident Coordinator/UNDP Resident Representative in Tunisia
10:15 – 10:30	**Setting the scene** **Chris Murgatroyd,** Policy Adviser, UNDP
10:30 – 11:00	Coffee break
11:15 – 12:45	**Inclusive and Participatory approaches to Governance for Sustainable Development** **Chair: Ms. Martina Kroma,** Solicitor-General, Republic of Sierra Leone **Main presentation:** Nizar Barkouti, Presidency of the Government of Tunisia; and Selima Abbou, Association Touensa **Respondents:** Gabriel Rivera-Conde, Head of Strategic Projects' Unit, Office of the Presidency of the Republic, Mexico Abdi Dirshe, Permanent Secretary, Ministry of Planning and International Cooperation, Somalia Craig Fagan, Head of Global Policy, Transparency International
12:30 – 13:45	Lunch
13:45 – 15:15	**Strategic planning for sustainable development** **Chair: Catarina Tully,** Director, FromOverHere **Main presentation:** Raden Siliwanti, Ministry of National Development Planning (Bappenas), Government of Indonesia; and Donny Ardyanto, Yayasan Lembaga Bantuan Hukum Indonesia (Legal Aid Foundation) **Respondents:** Patrice Kamoka Asala, Democratic Republic of Congo, Director Strategic Planning, Inter-ministerial Commission for Territorial Reform Rajeev Malhotra, Professor and Executive Director, Centre for Development and Finance Jindal School of Govt and Public Policy, O.P. Jindal Global University
15:15 – 15:45	Coffee break
15:45 – 17:15	**Governance effectiveness in development delivery** **Chair: Carolina Popovici,** Head, United Nations and Specialized Agencies Unit Ministry of Foreign Affairs and European Integration, Govt of Moldova **Main presentation:** Dr. Felicien Usengumukiza, Rwanda Governance Board **Respondents:** Cesar Martins Melito, Executive Chief, General Directorate of Statistics, Ministry of Finance, Government of Timor Leste Jennifer Moreau, Governance Adviser, OECD Dr. Jaime Ordóñez, Director, Instituto Centroamericano de Gobernabilidad (ICG)
17:15 – 17:45	**Stocktaking and planning for day 2** **Moderator: UNDP team**
19:30 – 21:30	**Dinner Restaurant "Au Bon Vieux Temps"** **56, Rue Hedi Zarrouk, Sidi Bou Said Departure from Regency Hotel at 19:00 (Bus available)**

Thursday, 16 April 2015

09:00 – 10:30	**New approaches to measuring governance** **Chair: Gary Milante,** Programme Director, Security and Development Programme, Stockholm International Peace Research Institute (SIPRI) **Main presentation:** Oriana Arapi, Director, Strategic Planning Unit, Department for Development Programming, Financing and Foreign Aid, Prime Minister's Office, Albania **Respondents:** Dr. Alexander Hamilton, Statistics Advisor, UK Department for International Development Mariana Neves, Instituto Nacional de Estatística, Cabo Verde Tom Wheeler, Conflict and Security Adviser, Saferworld
10:30 – 11:00	Coffee break

11:00 – 12:30	**Options for implementing governance in the context of the SDGs**
	Moderator: UNDP team
	Breakout groups to address questions agreed in the stocktaking at the end of day 1 on
	next steps for the pilot initiative, including:
	    √ overcoming constraints in identifying indicators
	    √ limiting numbers of indicators for proportional monitoring
	    √ unpacking global (private sector) data sets
	    √ approaches to relations between government and civil society
	    √ approaches to disaggregation
	    √ ensuring appropriate gender indicators
	    √ barriers to innovation
	    √ ensuring reliability of data
	    √ linking emerging national practice to the detailed elements of Goal 16

12:30 – 13:45	Lunch
13:45 – 15:15	**Options for implementing governance in the context of the SDGs, continued** **Moderator : UNDP team** Reports from breakout groups and recommendations for next steps.
15:15 – 15:45	**Closing** **Nizar Barkouti,** Director, Presidency of the Government, Republic of Tunisia **Mounir Tabet,** UN Resident Coordinator/UNDP Resident Representative in Tunisia

LIST OF PARTICIPANTS

Prefix	First Name	Last Name	Position	Organisation
Ms.	Oriana	Arapi	Director	Department for Development Programming, Financing and Foreign Aid (DDPFFA), Albania
Mr.	Donny	Ardyanto	Director of Civil and Political Rights	Yayasan Lembaga Bantuan Hukum Indonesia (YLBHI), Indonesia
Ms.	Nevila	Como	Expert on Horizontal & Sector Approaches	UNDP, Albania
Mr.	Schadrack	Dusabe	DIM Project Manager	UNDP, Rwanda
Mr.	Alexander	Hamilton	Statistics Adviser	DFID, UK
Ms.	Martina	Kroma	Solicitor General	Law Officers Department of the Ministry of Justice, Sierra Leone
Mr.	Chris	Murgatroyd	Policy Advisor	UNDP, New York
Ms.	Mariana	Neves	Coordenadora da Unidade de Estatísticas de Justiça e Segurança	Instituto Nacional de Estatística, Cape Verde
Mr.	Sumedh	Rao	Research Fellow	Governance and Social Development Resource Centre (GSDRC), UK
Ms.	Anna	Sakiqi	Director of the Delivery Unit	Office of the Prime Minister, Albania

Prefix	First Name	Last Name	Position	Organisation
Ms.	Jana	Schuhmann	Policy Advisor	UNDP, New York
Mr.	Albert	Soer	Team Leader Capacity Development	UNDP, Somalia
Ms.	Catarina	Tully	Director	FromOverHere, UK
Mr.	Felicien	Usengumukiza	Head of Research and Monitoring Unit	Rwanda Governance Board, Rwanda
Mr.	Abou	Abbas	Human Rights Officer	Office of the High Commissioner for Human Rights, Tunisia
Mr.	Abdi	Dirshe	Permanent Secretary	Ministry of Planning and Cooperation, Somalia
Mr.	Khalil	Amiri	Vice-president	Arab Governance Institute, Tunisia
Mr.	Nizar	Barkouti	Director	Presidency of the Government, Tunisia
Mr.	Karim	Ben Kahla	Expert	ISCAE, Tunisia
Ms.	Selima	Bey	President	Association Touensa, Tunisia
Mr.	Pablo	Blanquer Ecribano	Programme Analyst	UNDP, Somalia
Ms.	Amata	Diabate	Senior Economist	UNDP, Rwanda
Mr.	Srdan	Durovic	Programme Coordinator	Fund for an Open Society, Serbia
Mr.	Schadrack	Dusabe		UNDP, Rwanda
Mr.	Craig	Fagan	Head of Global Policy	Transparency International, USA
Mr.	Madior	Fall	Social Statistics Expert	AFRISTAT, France
Ms.	Raoudha	Jaouanu	Deputy Director	Ministry of Development, Investment and International Cooperation, Tunisia
Mr.	Patrice	Kamoka Asala	Director of Strategic Planning and Statistics	Interministerial Commission for Territorial Reform, DRC
Mr.	Serge	Kapto	Policy Specialist	UNDP, New York
Mr.	Rajeev	Malhotra	Director, Center for Development and Finance	Jindal School of Government and Public Policy, India
Ms.	Lisette	Mavungu Thanba	Team Leader, Justice and Human Rights	Civil Society, DRC
Mr.	Gary	Milante	Director, Macroeconomics of Security	SIPRI, Sweden
Ms.	Jennifer	Moreau		OECD, France
Mr.	Nasreddine	Naouali	Adviser	Ministry of Foreign Affairs, Tunisia
Ms.	Leylac	Naqvi	Consultant Global Center for Public Service Excellence	UNDP, Singapore
Dr.	Jaime	Ordonez	Director	Instituto Centroamericano de Gobernabilidad, Costa Rica
Ms.	Carolina	Popovici	Head, United Nations and Specialized Agencies Unit	Ministry of Foreign Affairs and European Integration, Moldova
Mr.	Gabriel	Rivera Conde		Office of the Presidency, Mexico
Ms.	Aida	Robbana	Coordination specialist	Office of the UN Resident Coordinator, Tunisia
Mr.	Francois	Roubaud	Expert	SHASA, France
Ms.	Faten	Sebei		Centre of Legal and Judicial Studies, Tunisia
Mr.	Harry	Seldadyo Gunardi	Human Development and MDGs Specialist	UNDP, Indonesia
Ms.	Raden	Siliwanti	Deputy Direvtors General for Political & Communication Affairs	BAPPENAS, Indonesia
Ms.	Nadia	Touihri	Deputy Director	National Statistics Institute, Tunisia
Mr.	Zacharie	Tshibinda Bilolo	Director of Studies and Planning	Ministry of Cooperation, DRC
Mr.	Antonio	Tujan	Director	IBON International, Philippines
Mr.	Thomas	Wheeler	Conflict and Security Advisor	Saferworld, UK
Mr.	Hamzah	Zekrya		Ministry of Finance, Timor Leste

Annex 3: Material from the Side Event on September 29, 2015 in New York

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Approaches to Implementing Goal 16:
lessons from illustrative governance pilots

29 September 2015, 1.00-2.30 PM
Conference Room 6, UN Conference Centre

We are pleased to invite you to participate in an event on approaches to governance in the context of the SDGs, co-hosted by the Governments of the Republic of Albania, the Republic of Indonesia, the Republic of Tunisia, the Republic of Rwanda and the United Nations Development Programme.

With the adoption of the 2030 Agenda, governments and stakeholders must find effective paths to its implementation. Governance in the context of the SDG framework is both a key goal and a means of delivering the overall agenda. Since 2014, UNDP has partnered with the governments of Tunisia, Rwanda, Albania, Indonesia and more recently also with the United Kingdom, to pilot innovative approaches to governance in diverse country contexts.

This event will showcase the findings and recommendations emerging from this initiative, and will look ahead to implications for the implementation of Goal 16 globally. Participants will have an opportunity to engage with representatives from pilot countries to discuss experience, lessons learned and common trends on the implementation of SDG 16 at the national level.

Opening Remarks:

- **Paul Ladd**, Director – Post-2015, Strategic Policy in the Bureau for Policy and Programme Support (BPPS), United Nations Development Programme

Speakers, presenters, and panelists in a moderated discussion:

- **Mr. Arben Idrizi**, Counsellor, Permanent Mission of the Republic of Albania to the United Nations

- **Dr Yanuar Nugroho**, Deputy to the Chief of Staff for Analysis and Oversight of Priority Programmes, Executive Office of the President, Republic of Indonesia

- **Ms. Jeanne d'Arc Byaje**, Deputy Permanent Representative of the Republic of Rwanda to the United Nations

- **Mr Nizar Barkouti**, Director at the State Secretariat for Governance and Public Service at the Presidency, Republic of Tunisia

AGENDA

	Tuesday, 23 February 2016
08:30 – 09:00	Registration
09:00 – 09:15	Introductory announcements and orientation
09:15 – 10:15	**Welcome and Opening Remarks** **Prof. Anastase Shyaka,** Rwanda Governance Board **Stephen Rodriques,** UNDP Country Director in Rwanda **Dr. Uzziel Ndagijimana,** Minister of state in charge of economic planning in MINECOFIN, Republic of Rwanda
10:15 – 10:30	**Setting the scene** **Chris Murgatroyd,** Policy Adviser, UNDP
10:30 – 10:45	**Transition from MDGs to SDGs - The Rwanda Experience** **Main presentation:** Godfrey Kabera, Director General for National Development Planning and Research Department, Ministry of Finance and Economic Planning, Rwanda
10:45 – 11:15	Coffee break
11:15 – 12:45	**The experience of Rwanda in the Pilot Initiative** **Chair: Stephen Rodriques,** UNDP Country Director in Rwanda **Main presentation:** Prof. Anastase Shyaka, Chief Executive Officer, Rwanda Governance Board **Respondents:** Albert Kavatiri Rwego, Transparency International Rwanda Aroua Ben Ammar, Ministry of Public Service, Governance and Anti-Corruption, Tunisia
12:45 – 14:00	Lunch
14:00 – 15:15	**Partnerships for Goal 16 across government and beyond** **Chair: Catarina Tully,** Director, FromOverHere **Main presentation:** Raden Siliwanti, Ministry of National Development Planning (Bappenas), Government of Indonesia Donny Ardyanto, Yayasan Lembaga Bantuan Hukum Indonesia (Legal Aid Foundation) **Respondents:** Helena Bjuremalm, Head of Democracy and Development Team, International IDEA Anna Sakiqi, Director of Delivery Unit, Office of the Prime Minister, Albania
15:15 – 15:45	Coffee break
15:45 – 17:00	**Mainstreaming Goal 16 targets into national planning processes** **Chair: Dr. Alexander Hamilton,** Statistics Advisor, UK Department for International Development **Main presentation:** Oriana Arapi, Director, Strategic Planning Unit, Department for Development Programming, Financing and Foreign Aid,; Prime Minister's Office, Albania Anna Sakiqi, Director of Delivery Unit, Office of the Prime Minister, Albania **Respondents:** Peter Malinga, Head of Planning Unit, National Capacity Building Secretariat, Rwanda Karim Bani, Ministry of Public Service, Governance and Anti-Corruption, Tunisia
17:00 – 17:45	**Stocktake and planning for Day 2** **Moderator: UNDP team**
19:00	Dinner/reception

Wednesday, 24 February 2016

Time	Session
09:00 – 10:15	**Prioritising indicators for Goal 16** **Chair: Martina Kroma,** Solicitor-General, Republic of Sierra Leone **Main presentation:** Aroua Ben Ammar, Ministry of Public Service, Governance and Anti-Corruption, Tunisia Karim Bani, Ministry of Public Service, Governance and Anti-Corruption, Tunisia **Respondents:** Mariana Neves, Instituto Nacional de Estatística, Cape Verde Dr. Frank Okuthe-Oyugi, Executive Director, ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance, Lusaka, Zambia
10:15 – 10:45	Coffee break
10:45 – 12:45	**Breakout Groups: Lessons for moving from piloting to implementation of Goal 16** **• What key issues have been faced in adapting Goal 16 to national contexts, building on the initial pilot work to encompass all elements of Goal 16?** **• What gaps are being experienced in the essential capacities and resources required for moving from piloting to implementation of Goal 16, and what implications will these gaps have for successful implementation?** **• What are the key recommendations from the Pilot countries for integrating Goal 16, targets and indicators into national development processes and structures?**
12:45 – 14:00	Lunch
14:00 – 15:00	**Reports from breakout groups and recommendations for next steps** **Chris Murgatroyd,** Policy Adviser, UNDP
15:00 – 16:00	**Closing** **Stephen Rodriques,** UNDP Country Director in Rwanda **Madeleine Nirere,** President of the Human Rights Commission in Rwanda.

LIST OF PARTICIPANTS

Prefix	First Name	Last Name	Position	Organisation
Mr.	Daniel	Alemu	Deputy Representative	UNFPA, Rwanda
Mr.	Emmanuel-Jose	Amaral	Head of Section Economics, Trade and Governance	EU Delegation in Rwanda
Ms.	Clara	Anyangwe	Representative a.i.	UNWomen, Rwanda
Ms.	Oriana	Arapi	Director	Department for Development Programming, Financing and Foreign Aid (DDPFFA), Albania
Mr.	Donny	Ardyanto	Director of Civil and Political Rights	Yayasan Lembaga Bantuan Hukum Indonesia (YLBHI), Indonesia
Mr.	Julian	Asiimwe	National Capacity Building Secretariat - NCBS	National Capacity Building Secretariat - NCBS, Rwanda
Mr.	Ernest	Bamou	Economic Advisor	UNDP, DRC
Mr.	Karim	Bani	Adviser of Public Services	Ministry of Public Service, Governance and Anti-corruption, Tunisia
Ms.	Aroua	Ben Ammar	Adviser of Public Services	Ministry of Public Service, Governance and Anti-corruption, Tunisia
Ms.	Ruth	Bigalke-Nolan	Senior Program Manager	Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Rwanda
Mr	Alfred	Bizoza	Director of Research	IPAR Rwanda, Rwanda
Ms.	Helena	Bjuremalm	Senior Program Manager, Democracy and Development	International IDEA, Sweden
Mr.	Mikael	Bostrom		Embassy of Sweden, Rwanda
Mr.	Oswald	Burasanzwe	Executive Secretary	NFPO, Rwanda

Prefix	First Name	Last Name	Position	Organisation
Ms.	Emilia	Casella	Policy Advisor/ Head of Coordination	UN Resident Coordinator Office, Rwanda
Mrs.	Christine	Chan	Policy and Partnerships Specialist	UNDP, New York
Prof.	Karangwa	Chrysologue		Senate of Rwanda
Ms.	Nevila	Como	Expert on Horizontal & Sector Approaches	UNDP, Albania
Ms.	Aloysie	Cyanzayire	Ombudsman	Ombusman, Rwanda
Mr.	Sosthene	Cyitatire	Clerk	Parliament of Rwanda
Mr.	Samuel	Doe	Policy Advisor	UNDP, New York
Mr.	Schadrack	Dusabe	DIM Project Manager	UNDP, Rwanda
Mr.	Alexander	Hamilton	Statistics Adviser	DFID, UK
Mr.	Evard	Havugimana	Research Associate	UNDP, Rwanda
Mr.	Randy	Hupper		Embassy of the Federal Republic of Germany in Kigali, Rwanda
Mr.	Muhammad	Husain	Programme Manager	UNDP, Indonesia
Mr.	Bodo	Immiuk		Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Rwanda
Mr.	Lennart	Jemt		Embassy of Sweden, Rwanda
Mr.	Zephyira	Jyuka		NFPO, Rwanda
Mr.	Godfrey	Kabera	Director General for National Development Planning and Research Department	Ministry of Finance and Economic Planning, Rwanda
Mr.	Francis	Kaboneka	Minister of Local development	MINALOC, Rwanda
Ms.	Immaculee	Karake	Executive Associate to RC	UN Resident Coordinator Office, Rwanda
Ms.	Isabelle	Karihangabo	Permanent Secretary	MINIJUST, Rwanda
Mr.	Albert	Kavatiri Rwego		Transparency International, Rwanda
Mr.	Prince	Kayigire	Principal researcher	Rwanda Governance Board, Rwanda
Mr.	Jean de Dieu	Kayiranga	Programme Analyst, Governance Unit	UNDP, Rwanda
Ms.	Martina	Kroma	Solicitor General	Law Officers Department of the Ministry of Justice, Sierra Leone
Ms.	Claire	Leigh	Advisor, New Deal Implementation Support	UNDP, New York
Mr.	Peter	Malinga	Head of Planning Unit	NCBS, Rwanda
Mr.	Francois	Masabo	Director	Center of Conflict Management, Rwanda
Mr.	Peacemaker	Mbungiramihigo	Executive Secretary	Media High Council, Rwanda
Mr.	Jen Paul	Mpakaniye	Dean of Faculty of Economics Social Sciences and Management	Institut d'Enséignement Supérieur de Ruhengeri, Rwanda
Mr.	Johnson	Mugaga	Ag. Executive Secretary	NURC, Rwanda
Mr.	Anaclet	Muhire		Senate of Rwanda
Ms.	Ruth	Mukaburunga		MINECOFIN, Rwanda
Mr.	Edourad	Munyamariza	Chairperson	CSOs Platform, Rwanda
Mr.	Charles	Munyaneza	Executive Secretary	NEC, Rwanda
Mr.	Vincent	Munyeshyaka	Permanent Secretary	MINALOC, Rwanda
Ms.	Cecile	Mupfasoni	Programme Associate	UNDP, Rwanda
Mr.	Apollinaire	Mupiganyi	Executive Secretary	Transparency International, Rwanda
Mr.	Yussuf	Murangwa	Director General	NISR, Rwanda
Mr.	Chris	Murgatroyd	Policy Advisor	UNDP, New York
Mr.	Olivier	Mushimire		Senate of Rwanda
Mr.	Protais	Musoni	Chairperson	PAM Rwanda, Rwanda
Ms.	Antonia	Mutoro		National Capacity Building Secretariat – NCBS, Rwanda
Mr.	Joseph	Mutware	Head of Gacu	Prime Minister Office, Rwanda
Mr.	Anastase	Nabahire		MINIJUST, Rwanda

Prefix	First Name	Last Name	Position	Organisation
Hon	Uziel	Ndagijimana	Minster of State	MINECOFIN, Rwanda
Dr.	Eric	Ndushabandi	Vice Dean of Faculty of Political Science	UR Cass, Rwanda
Ms.	Mariana	Neves	Coordenadora da Unidade de Estatísticas de Justiça e Segurança	Instituto Nacional de Estatística, Cape Verde
Ms.	Madeleine	Nirere	President	Human Rights Commission, Rwanda
Dr.	Chantal	Niyokindi	Head of Fora and Observatories Department	ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance, Zambia
Mr.	Deogratias	Nkurunziza	Communication Associate	UNDP, Rwanda
Mr.	Cyrus	Nkusi	Secretary General	PAM, Rwanda
Ms.	Esperance	Nshutiraguma	Applied Governance Researcher	Rwanda Governance Board, Rwanda
Dr.	Celestin	Ntivuguruzwa	Permanent Secretary	MINEDUC, Rwanda
Ms.	Solange	Nyamulisa	UN Coordination Analyst	UN Resident Coordinator Office, Rwanda
Dr.	Frank	Okuthe-Oyugi	Executive Director	ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance, Zambia
Mr.	Corrado	Quinto	Consultant	UNDP, New York
Mr.	Sumedh	Rao	Research Fellow	Governance and Social Development Resource Centre (GSDRC), UK
Dr.	Karugarama	Richard	OTP/SPU	
Mr.	Stephen	Rodriques	Country Director	UNDP, Rwanda
Ms.	Nadine	Rugwe	Programme Specialist/Head of Unit	UNDP, Rwanda
Ms.	Rose	Rwabuhihi	Chief Gender Monitor	Gender Monitoring Office, Rwanda
Mr.	Jean Paul	Rwabuyonza	Project Coordinator	Rwanda Governance Board, Rwanda
Ms.	Anna	Sakiqi	Director of the Delivery Unit	Office of the Prime Minister, Albania
Ms.	Kampeta	Sayinzoga	Permanent Secretary	MINECOFIN, Rwanda
Ms.	Jana	Schuhmann	Policy Advisor	UNDP, New York
Mr.	Anastase	Shyaka	Chief Executive Officer	Rwanda Governance Board, Rwanda
Mr.	Albert	Soer	Team Leader Capacity Development	UNDP, Somalia
Dr.	Thomas	Taraschewski	Team Leader	Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Rwanda
Ms.	Sonja	Taylor	Adviser	Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Germany
Mr.	Frederik	Teufel	Head , Fragile State Unit	African Development Bank, Tunisia
Ms.	Catarina	Tully	Director	FromOverHere, UK
Mr.	Felicien	Usengumukiza	Head of Research and Monitoring Unit	Rwanda Governance Board, Rwanda
Ms.	Marie Jeanne	Uwanyarwaya	Regional Manager	Sustainable Development Solutions Network, Rwanda
Ms.	Judy	Wakahiu	IPG Program Specialist	UNDP, Rwanda
Mr.	Nestor	Waniko	Ministry of Planning	Government of Togo

MAPS

MAINSTREAMING	**ACCELERATION**	**POLICY SUPPORT**
Landing the SDGs into national, sub-national and local plans for development, and sharing budget allocations	Targeting resources at priority areas, paying attention to synergies & trade-off, bottlenecks, partnerships, measurement	Ensuring that skills and expertise of the UN Development System are available in an efficient and timely way

Partnership development: Channel additional support for national level partnership development activities, including for parliaments, NGOs, faith-based groups, private sector, and the media.

Accountability: Establishing monitoring and review framework to hold decision-makers and the UN to account.

Data: Contributing to the data revolution by helping strengthen national capacities to conflict and analyse information to monitor progress on the 20130 Agenda and SDGs.

The guidance "Mainstreaming the 2030 Agenda for Sustainable Development" offers UNCTs and Member States a four-fold road map:

1. Reviewing existing strategies and plans and identifying areas for change: to scan and detail the landscape of existing strategies and plans at the national, sub-national and local levels and then compare against the global SDGs and targets to identify gaps and provide the basis for recommending areas for change;

2. Making initial recommendations to the leadership of the national government: for addressing SDG gaps in existing strategies and plans whilst recognizing that the SDGs "…are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.";

3. Setting nationally-relevant targets: for nationally-adapted and inclusive SDGs that are achievable, yet ambitious; and

4. Formulating strategy and plans using systems thinking: to incorporate the recommendations and the insights from the above steps into strategies and plans and matching ambition and commitments with resources and capacities.