



50
YEARS

Empowered lives. Resilient nations.



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

Table of Contents

Acronyms	4
Preface	5
Acknowledgments	7
Executive Summary	8
1. Introduction: approaches to governance in the context of the SDGs	11
2. The different phases of the Pilot Initiative	15
2.1 Phase one: identifying targets and indicators	15
2.2 The Global Workshop in Tunis: lessons learned from the first phase.....	18
2.3 Side Event at the SDG Summit	22
2.4 Phase two: field-testing targets and indicators.....	22
2.5 The Final Global Workshop in Kigali: from piloting to implementation.....	28
3. Emerging lessons from the pilot countries' experience	32
3.1 Key themes from the pilot work	32
3.2 Lessons learned	36
4. The way forward	38
4.1 Guiding implementation by the MAPS approach.....	38
4.2 Data reliability and disaggregation using a diverse range of data sources.....	39
4.3 Data collection, feasibility of measuring targets, limiting indicators	40
4.4 The "localisation" of Goal 16.....	41
4.5 Accounting for potential changes	42
5. Conclusion	43
Bibliography	44
Annex 1: Country specific targets and indicators under consideration	45
Annex 2: Material from the Global Workshop on April 15-16, 2015 in Tunis.	60
Annex 3: Material from the Side Event on September 29, 2015 in New York	64
Annex 4: Material from the Final Global Workshop on February 23-24, 2016 in Kigali	66
Annex 5: MAPS approach	71

*Copyright © UNDP 2016
All rights reserved*

This report is an independent publication commissioned by UNDP. It was prepared with substantial input from the 5 pilot countries, namely Albania, Indonesia, Rwanda, Tunisia and the United Kingdom. The analysis and recommendations expressed in this report do not necessarily reflect the official views and positions of the United Nations, its agencies or its Member States. They are the outcomes of an extensive consultation process with participating countries. Textual material may be freely reproduced with proper citation and/or attribution to the author.

EDITING: Ms. Anne Bell – UN online volunteer – www.onlinevolunteering.org

DESIGN: Mr. Vilmar Luiz – UN online volunteer – www.onlinevolunteering.org

PHOTOGRAPHS: Ms. Jana Schuhmann (front cover), UNDP Tunisia and Rwanda (inside pages)

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

Acknowledgments

We would like to thank all those who have made invaluable contributions to the pilot initiative. The Pilot Initiative would not have been possible without support from:

- the United Kingdom Department for International Development (DFID) for its technical and financial support for the Pilots project;
- 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-

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_12554

