

PROJECT DOCUMENT
Global Project



Project Title: Advancing the SDGs by Building Peaceful, Just and Inclusive Societies (2017-2021)

Project Number: N/A

Implementing Partner: N/A

Start Date: Jan 2017 End Date: 31 Dec 2021 PAC Meeting date: 19 Dec 2016

Brief Description

The ambitious 2030 Agenda for Sustainable Development calls for the active support of the United Nations system, as an important actor of this collective development effort. There is a demand from governments and stakeholders in translating the commitments to the Sustainable Development Goals (SDGs) into reality. The SDG agenda has an additional complexity in terms of its implementation, and will require a mix of national ownership, flexibility, innovation, political acumen, high quality technical support and a collective, multi-stakeholder effort at all levels in order to become progressively a reality.

This will be especially the case for Goal 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels", a dimension that was not part of the Millennium Development Goals. In complementing the MAPS process (mainstreaming, acceleration, policy support) of the UN Development Group (UNDG), UNDP will work with Member States upon their demand, provide policy support to advance progress on building peaceful, just and inclusive societies. UNDP will do so in collaboration with other UN entities and in line with UNDP's Strategic Plan 2014-2017 and in the next Strategic Plan period.

The project's objective is to provide policy and programme support for effective implementation of Goal 16 at the national and sub-national level. While much of that policy support will be provided through the specific initiatives under the Governance and Peacebuilding Cluster (Rule of law, Anti-Corruption, core government functions, inclusive political processes, youth and others) this project will focus on outputs needed to accompany the policy support for peaceful, just and inclusive societies. The project will therefore focus on tools for supporting policy analysis and mainstreaming Goal 16 under the MAPS, testing and applying methodologies for linking Goal 16 to the other SDGs, supporting measurement and reporting on Goal 16, adapting participatory tools for policy design, enhancing knowledge and fostering collaborative multi-stakeholder partnerships for a more concerted policy support approach, starting with countries which have already expressed interest in receiving UNDP support.

In this way, the project will provide integrated support to peaceful, just and inclusive societies, building on existing national and local interest, attention to best-fit solutions, available south-south expertise, and ongoing global initiatives and alliances from a range of actors (Member States, multilateral and regional organisations, civil society networks, young people, private sector, media and academia). In addition, amongst the countries already expressing interest, there are situations of fragility, where Goal 16 may become an entry point for accelerating implementation of the entire SDG agenda, in line with the MAPS approach.

This project builds on and complements UNDP's existing work and policy support on democratic governance and peacebuilding: existing work streams related to different targets of the Goal 16 agenda – around peace, security, rule of law, justice, participation, anti-corruption and effective, transparent and accountable institutions – will continue through the Global Projects of the Governance & Peacebuilding Cluster and other BPPS initiatives. Building on these initiatives this project aims at facilitating a conducive environment with strong and inclusive partnerships that accompany the offer of a holistic, informed and strategic package of support to Goal 16 based on demand, and learning from the experience and feedback of the countries leading this universal agenda. As an enabler for implementation of all other goals and targets, attention to Goal 16 at the heart of the universal and integrated 2030 Agenda is essential.

Contributing Outcome (GPD):
Strategic Plan outcome:
 Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles
SP Primary Outputs*:
 SP Output 7.2. – Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals
 SP Output 7.3 – National development plans to address poverty and inequality are sustainable and risk resilient.
 SP Output 7.6. – Innovations enabled for development solutions, partnerships and other collaborative arrangements.
 SP Output 7.7. – Mechanisms in place to generate and share knowledge about development solutions.
Programme Outputs:
Indicative Output(s):
 Output 1: Goal 16 integrated into national and sub-national contexts
 Output 2: Inclusive mechanisms for monitoring, reporting and accountability for Goal 16 at the national and sub-national level are in place
 Output 3: Knowledge is generated and disseminated on implementation and progress of Goal 16
 Output 4: Collaborative Multi-Stakeholder Partnerships in support of achieving targets of Goal 16 at the global, regional, sub-regional, national and sub-national level are in place

Total resources required:	USD 40 Million	
Total resources allocated:	UNDP TRAC:	tbd
	USA:	\$ 220,000
	UK:	In kind
	Norway	\$ 1,000,000
	Sweden	\$ 55,000
	Other Member States	tbc
Unfunded:	tbd	

* As the global project is of cross-cutting nature, Outputs under SP Outcome 7 reflect the primary focus of the project. Outputs under SP Outcomes 2,3,4,5 with strong inter-linkages with SDG16 have been included in the RRF for reference.

Agreed by UNDP:

UNDP
 Magdy Martínez-Solimán, Assistant Administrator and Director of the Bureau for Policy and Programme Support.
Date: 13 FEB 2017

I. DEVELOPMENT CHALLENGE

Introduction

In September 2015, Member States of the United Nations adopted a new global development framework entitled “Transforming Our World: 2030 Agenda for Sustainable Development.” It officially came into effect on 1 January 2016, and will run through 2030. The ambition and scope of the 2030 Agenda is reflected in its 17 Sustainable Development Goals (SDGs) and their 169 targets that will be the roadmap for the efforts of 193 Member States and the UN system over the next 15 years.

The 2030 Agenda envisages a world of universal respect for human rights, equality and nondiscrimination, and the overriding message of the new agenda is “to leave no one behind”. It commits stakeholders to work together to eradicate poverty in all its forms, promote sustained and inclusive economic growth, social development and environmental protection. In particular, vulnerable groups still face a serious array of development challenges, and their needs and aspirations may regularly be overlooked. Young people are often victims of multiple and interlocked forms of discrimination and face significant barriers to full participation in public life – having adverse impacts on the economy, politics, peace and development at large. Inequality between women and men remains severe and highly visible in positions of power and decision-making. In most societies around the world, women hold only a minority of decision-making positions in public and private institutions. Advances over the past two decades are evident in all regions and in most countries, but progress has been slow.

It urges all Member States to work jointly on the implementation of this universal policy agenda. The new universal Agenda presents a radical new approach to transforming our world, focusing on the integrated pillars of Sustainable Development: economic, social and environmental. It also includes within the framework key elements on democratic governance, peace, security, justice, tackling corruption, promoting inclusive participation, access to information and other human rights, and institutional capacity which were not part of the MDG framework. Goal 16 encapsulates much of this approach, and represents a significant additional dimension by comparison with the MDGs.

Goal 16 and the entire SDG agenda embrace the core elements of a social contract between state and society as it seeks to ensure a match between people’s expectations of what the state and other actors will deliver (the services contained in the Goals, as well as safety, rule of law and a fair justice system, legal identity, access to information and opportunities for women and men to participate in decision making, including the advancement of women’s equal participation) and the institutional capacity and inclusive political processes available within the state and other actors to meet those expectations. Building peaceful, just and inclusive societies will take different forms adapted to culturally diverse, complex and evolving realities on the ground.

Goal 16 is not only a valuable and important aspiration in its own right, it is also an important enabling goal for the entire sustainable development agenda. The 2030 Agenda will require action to secure peace, deliver justice, promote inclusive participation in politics and beyond, and consolidate effective, accountable and inclusive institutions if the priorities in the Agenda as a whole are to be realised: eradicating extreme poverty for all people everywhere, ending all forms of discrimination against all women and girls everywhere, ensuring inclusive political processes, combatting corruption, ensuring equal opportunities and eliminating discriminatory laws, securing healthy lives and promoting well-being for people at all ages, integrating climate change measures into national planning, strengthening environmental governance, and enhancing local and national resilience to disasters. Goal 16 is also designed to protect people from all forms of violence, including gender-based violence and control, organised crime, and violent extremism, to ensure that decision-making at all levels is inclusive and responsive, that fundamental freedoms are upheld, and that laws and policies apply without discrimination.

This correlates with an increasing focus on the nexus between humanitarian, peace and development efforts to address underlying vulnerabilities, drivers of risks and root causes of humanitarian crises – such as safeguarding rights, empowering vulnerable individuals and communities, and strengthening governance and institutional robustness. This approach requires taking a closer look at the risks and their underlying drivers that threaten peace and/or undermine

economic and social rights, and further exploring the notion of resilience as it relates to conflict and human rights violations.

Challenges

Put simply, the development challenge is that a number of governments and national stakeholders currently lack the combined capacities required to achieve peaceful, just and inclusive societies. Dedicated support will be required to address this challenge as successful achievement of many of the Goal 16 targets will also have regional and global implications (e.g. trafficking of children, illicit financial flows, organised crime and terrorism, rule of law at national and international levels, global governance).

The call for stronger integration of governance, conflict prevention and peacebuilding interventions is mirrored in the Agenda¹. But achieving these aims will not be straightforward. Governments and societies as a whole will need to absorb a new agenda while dealing with the development and political challenges they are already addressing. New frameworks for defining and addressing development challenges in an integrated manner will be required, while also tackling emerging challenges like forced migration and violent extremism, alongside the stress created by climate change, conflicts over water and environmental benefits, and various natural hazards.

There may also be many obstacles to be overcome, both on the political and technical level such as:

- Weakness of institutional and governance structures and limited capacity or methodologies amongst government agencies for implementation, a weak enabling environment (tools and data for monitoring, policies, laws and regulations) and the de facto exclusion of some stakeholders from governance processes, decision-making etc. will hamper the achievement of the SDGs. This includes limited space at local level for people to help find and implement solutions to their problems, and lack of space for civil society and the private sector to promote coherent solutions. There is a need for Governments to prioritize and allocate scarce resources appropriately, including through budget planning processes.
- Limited support to government institutions, including National Statistical Offices (NSOs), a lack of funding and technical skills resulting from frequent rotation of personnel or insufficient human resources would reduce the ability to implement and monitor SDG16 efficiently.

Although a rich variety of experience and knowledge is already available at all levels, a coherent approach and channelling of resources are missing, and initiatives are still fragmented, duplicated and efforts are not complimentary. Additionally, a lack of access to modern technologies reduces the scope for information-sharing.

From the monitoring and accountability perspective the implementation of the Agenda may be challenged by the lack of statistical and analytical capacities and the lack of available reliable data for measuring progress, monitoring and reporting. Restricted political freedoms and the absence of a culture of political dialogue and public engagement do not enable civil society organizations and other actors to participate fully in the monitoring process, which reduces accountability.

In particular measuring and monitoring progress on Goal 16 and its links to the entire SDG agenda could be a challenge for many Member States, simply because it is a new Goal that was not part of the MDG framework. That explains why supporting indicator frameworks are not (sufficiently) in place yet. Three of the global indicators for Goal 16 currently lack "custodian" agencies that will support data collection, verification and dissemination on the global level and subsequently national statistical systems: 16.6.2. *"Proportion of population satisfied with their last experience of public services"*, 16.7.1. *Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions* and 16.7.2. *"Percentage of population who believe decision-making is inclusive and responsive."*² UNDP confirmed to the Inter Agency and Expert Group on SDG indicators (IAEG-SDG) to take over responsibility in an interim term to develop the methodologies

¹ And was already emphasized in the UNDP Strategic Plan (2014-2017)

² As adopted by UNSC in March 2016

for the respective indicators. Given the huge number of indicators and the already stretched capacities of NSOs, indicators without back-up from UN “custodian” agencies to set up systems at the country level and to support capacity building, risk dropping out of any national measurement frameworks. The resources mobilized through this project aim to contribute to addressing these gaps.

In practice, demand for support will vary according to national approaches to the SDGs. Many countries are likely to identify early priorities for promoting peaceful, just and inclusive societies, whilst others may not request any international support at this stage. Policy support on how best to reach the different targets under goal 16 will not be enough, equally important is to develop, as part of the MAPS approach, the different tools, methodologies, indicators and partnerships needed for that policy support to be in line with the spirit of universality and indivisibility of the SDG agenda. The project has been designed to respond to these imperatives. It provides the indispensable link between the more comprehensive MAPS approach on the one hand, and the more targeted policy support provided through the different governance and peacebuilding initiatives.

II. STRATEGY

An integrated policy support approach to building peaceful, just and inclusive societies, with a substantial focus on advocacy, policy analysis, measurement, mutual learning and partnerships

The world has changed enormously during the MDG implementation period. Amongst other dynamics, a disconnect has grown over the distribution of benefits from globalisation, and highlighted tensions between governments and populations in different settings. The priorities of peace, justice and inclusion at the heart of the 2030 Agenda, and in SDG16 in particular, emphasise the importance of addressing these dynamics. UNDP’s experience on governance and peacebuilding in recent years will be an asset for an ambitious SDG agenda – see “UNDP Goal 16 Prospectus”, January 2016³. Over the last 50 years, UNDP has supported, as required, Member States with impartiality, learning from countries’ successes and failures. UNDP has been supporting global advocacy on democratic governance, inclusive decision-making processes, empowering women and youth, supporting human development thinking and monitoring, addressing complex rule of law challenges in all development contexts, including providing strong support to post conflict efforts, where short term challenges co-exist with the need for an agreed long-term vision for the country. UNDP has also supported agenda-setting, dialogue and consultation exercises, in order to increase trust and social cohesion in Member States. In many cases, UNDP has done so in partnership with UN sister agencies and other stakeholders.

The ambition of reaching the SDGs by 2030 will require a strong collaboration between all actors and will require that the UN system and UNDP capitalise and expand on its existing resources, capacities, and the areas where it has a distinctive added value. Through this project, UNDP will offer integrated support to building peaceful, just and inclusive societies, leveraging its existing assets and experience, and through innovative practices and lessons learned, starting to work with an initial set of countries on Goal 16 implementation, monitoring and reporting. Starting with the “SDG16 champions”, countries that have already been actively engaged in earlier pilot processes⁴, but not limited to it, the selection of the countries will be undertaken by the Bureau for Policy and Programme Support and the Regional Bureaux in UNDP, and based on country commitments and specific needs. Here, “MAPS mission countries”⁵ will also be taken into consideration to strengthen and better follow up on UNDP’s overall support to the SDG implementation.

³ http://www.undp.org/content/dam/undp/library/Sustainable%20Development/16_peace_Jan15_digital.pdf?download

⁴ Such as the “illustrative work to pilot governance in the context of the SDG’s” with pilot work in Rwanda, Indonesia, Tunisia, Albania and “SDG16 national monitoring” pilots (in partnership with OGP/USAID) El Salvador, Uruguay, Georgia, South Africa

⁵ 9 countries in 2016: among others Cambodia, Kazakhstan, Tajikistan, Djibouti, and 40 more planned for 2017

The programmatic focus of the project will be to provide policy support to countries in different regions which have a particular interest in making early headway on the SDG agenda through improved governance and peacebuilding processes and institutions. The project will contribute to such support by providing tools and methodologies for better policy analysis and promoting partnerships to foster learning and the sharing of best-fit solutions from their experiences at regional, national and subnational level. Many development challenges, such as violence, crime and political crises, have cross-border aspects – including through forced displacement, illicit financial and arms flows and human trafficking – and can no longer be addressed in isolation. They require global and regional responses and collaboration among diverse institutions and stakeholders. UNDP will make use of its presence in every region of the world and extensive regional networks to promote cross-regional collaboration and exchange.

There will be a need to analyse how countries have learnt and adjusted from previous initiatives at the country and regional levels, what approaches may work more effectively within a given context, and how best-fit solutions could be up-scaled towards more strategic, long-term transformations. As regards developing an inclusive process on reporting and monitoring, the project can build on the lessons learnt from the National MDG reports.

Recognising the universal nature of the 2030 Agenda, and the importance of Goal 16 for all Member States, support will be made available to a range of countries, including those suffering from severe dimensions of fragility. For many countries in situations of fragility, building a peaceful, just and inclusive society (Goal 16) offers a compelling entry point for making an advance on the SDGs more broadly⁶. UNDP's policy support to build capacity on Goal 16 for these countries will be firmly integrated into the overall MAPS framework approach to implementing the SDGs in fragile contexts, in particular its work on the New Deal Facility, INCAF and the International Dialogue.

UNDP is strategically well-placed amongst UN agencies in having the capacity to engage substantively on nearly all aspects of Goal 16 – and violence prevention, rule of law, governance⁷, accountability, participation, inclusion and institutional development more broadly as they relate to other SDGs. UNDP also has the geographical reach to work with partners in all regions of the world, and the convening power to integrate the work of other agencies on specific focus areas to ensure coherent, inclusive and effective international delivery.

UNDP also has a role as a trusted partner at the local level. It may eventually help to generate national or local discussions and debates about the long term vision of the country or territory – UNDP's support to localization of the SDGs on the sub-national level will be particularly important in this respect.

UNDP has been a strong actor and recognized partner in promoting peaceful, just and inclusive societies, which is clearly reflected in the strategic thinking behind the organization's operations. Building and strengthening inclusive and effective democratic governance in all development contexts is one of three priority areas in UNDP's Strategic Plan 2014-17, and UNDP has dedicated capacities in support of key dimensions of democratic governance and peacebuilding. The BPPS positioning paper "Building Inclusive Societies and Sustaining peace through Democratic Governance and Conflict Prevention" focuses on the following interrelated areas of work:

- Rule of law, justice, security and human rights to ensure everyone has equal access to justice and remedies, to empower people, particularly marginalized groups, to know and claim their rights, and to build safe and secure environments;
- Inclusive political processes to improve citizen participation, voice and accountability through electoral processes, parliamentary development, constitutional processes, civic engagement and advancing women's participation and decision making;

⁶ For an analysis of progress on the MDGs in fragile contexts, see for example <http://www.worldbank.org/en/news/press-release/2013/05/01/twenty-fragile-states-make-progress-on-millennium-development-goals>

⁷ There is an explicit reference to "good governance" in para 35 of the final 2030 Agenda Outcome Document as well as para 9 of the Outcome Document.

- Responsive and accountable institutions to deliver equitable public services and inclusive sustainable development at the central and local levels, with a particular focus on restoring core government functions in the aftermath of crisis, addressing corruption and attention to local governance and risk informed development; and
- Conflict prevention support to build local leadership capacities (of women and men) and mechanisms to help prevent and manage conflict, and to facilitate dialogue and consensus-building.
- Empowerment of young people as positive agents of change and youth mainstreaming to achieve sustainable development and peace, with a particular focus on fostering peaceful and inclusive societies.⁸
- Mainstreaming of gender equality in all UNDP's areas of work
- Hosting a number of Global Policy Centres, particularly the Oslo Governance Centre (OGC) and the Global Centre for Public Sector Excellence (GCPSE), which provide additional expertise for research and innovation in governance and peacebuilding.
- Collaborate and coordinate its work closely with the New Deal Facility, INCAF and the International Dialogue

Applying the MAPS approach to Goal 16: Mainstreaming, Acceleration, Policy Support

The proposed approach is fully compatible with the UNDG approach on Mainstreaming, Acceleration, Policy Support (MAPS) and the subsequent UNDP global project *"Enabling responsive, coherent and inclusive support to the implementation of the 2030 Agenda for Sustainable Development"*⁹ The alignment of UNDP's work on supporting Goal 16 as an element within the MAPS approach will allow us to address the complexities of Goal 16 in more detail, focusing on those elements that are needed to provide coherent, integrated policy support while benefitting from the overall link to SDG implementation. More specifically, to support the policy support functions available through the different governance and peacebuilding initiatives – rule of law, anti-corruption, institutional strengthening, political participation etc., the project's outputs will focus on policy analysis, policy coherence and multi-stakeholder engagement, paying special attention to the crosscutting elements of partnerships, data, measurement and accountability.

Complementing the work undergone in the MAPS process, UNDP supports Member States to conduct policy analysis to facilitate mainstreaming Goal 16 targets in national and sub-national planning and monitoring processes focusing on governance and peacebuilding. This includes in particular the work on tools and methodologies (governance assessments, institutional and context analysis, conflict development analysis), data, measuring and monitoring for SDG16. The project will seek to connect to dedicated skills and expertise held in the UN development system so that policy support is made available in a timely way and at the lowest cost possible. Partnerships with various stakeholders, including parliaments, women's national machinery, NGOs (including women's organisations), and the private sector are at the center of the project.

Since Goal 16 is not only a goal in its own right but also an enabler for the implementation of the other goals and targets, there is a need to integrate the targets of Goal 16 across other SDGs. In this sense the work on SDG16 functions as an integrator across the indivisibility of the 2030 Agenda. This 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.) Agenda 2030 emphasizes the need to break the silos between the different sectors and stresses the need to work also on the interlinkages between the different goals. Empowering Member States and other stakeholders to work across Goal 16 and manage interlinkages with other goals, will generate positive change in other aspects

⁸ UNDP Youth Global Programme for Sustainable Development and Peace (Youth-GPS, 2016-2020), in line with UNDP Youth Strategy 2014-2017. www.undp.org/youth

⁹ Responding to requests from Member States the United Nations Development Group (UNDG) has approved a common strategy for effective and coherent implementation support of the 2030 development agenda, under the acronym 'MAPS', which stands for Mainstreaming, Acceleration and Policy Support: <https://undg.org/home/undg-mechanisms/sustainable-development-working-group/country-support/>

of the 2030 Agenda – opportunities will be identified through the project to mobilise expertise from across professional disciplines in different clusters in UNDP.

Resources will also be needed to help ‘localise’ Goal 16 targets, with regional and local authorities. The purpose is to ensure (a) that the plans and strategies for achieving the different targets of Goal 16 are included in national, regional and local development plans, and are grounded in the reality of the national, regional and local context, (b) that responsibility for implementation is assigned both to government and non-state actors and (c) that adequate resources are mobilised to support implementation of these plans and strategies.

Priority activities to provide solutions to the problems identified above, are described under each Output in the sections below.

Theory of Change

The new Sustainable Development Agenda provides an impetus for governments and other stakeholders to get engaged in action on Goal 16.

A more integrated approach that promotes and supports effective democratic governance and conflict prevention is better able to create the resilient institutions needed to handle the stresses on the social contract that are challenging many societies. UNDP’s work on democratic governance and conflict prevention is thus a response to the call for a shift from peacebuilding to sustaining peace, recommended in the peacebuilding reviews¹⁰ and reflected in Goal 16 in the 2030 Agenda on building peaceful, just and inclusive societies.

As the convener of the Resident Coordinator system, UNDP can leverage the full range of UN expertise to help countries identify priorities and strategies to integrate Goal 16 targets within their national plans, policies, and budgets.

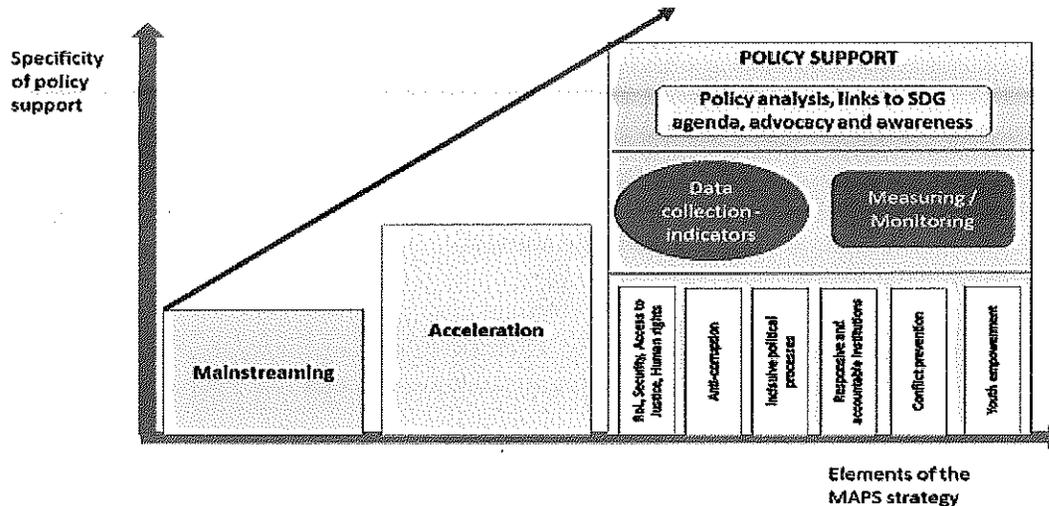
This project proposes a role for UNDP in bridging the mainstreaming and acceleration focus of the MAPS with the support for target specific aspects of Goal 16 covered by UNDP’s existing thematic work streams on governance and peacebuilding.

National policy space is crucial, and the project is set up to respond to different development contexts on different levels. There will be countries which will emphasise acceleration of some Goals in the short term, in line with the MAPS approach, with the government being a lead actor. In other cases, governments (at national or local levels) may want to open dialogues and large consultations about the SDG agenda with a large spectrum of society through and with support of civil society organisations – including women’s networks and youth organisations – or a combination of both. There will be countries which will not need the same level of technical support, but which may be interested in south-south cooperation. UNDP’s network of country offices, as part of the UN Country Team in partner countries, can be flexible and adapt to different ways of contributing to the SDG agenda, including in situations of fragility.

As such the project aims to ensure that a conducive environment is available to foster a coherent result of that policy support, with essential linkages to the entire SD agenda. That conducive environment will be created through the promotion of tools and methodologies for policy analysis, use of participatory, inclusive, policy formulation approaches to work on Goal 16; measuring, monitoring and reporting; as well as interlinkages with other SDGs and effective collaboration with other stakeholders. The support in these areas together with dedicated technical support in the thematic areas are mutually reinforcing.

In the same sense the support areas of the project are closely interlinked with each other. Dedicated support to statistical capacities and measurement leads to more targeted political action on peaceful,

¹⁰ The Challenge of Sustaining Peace – report of the Advisory Group of Experts for the 2015 Review of Peacekeeping Architecture, <http://www.un.org/en/peacebuilding/pdf/150630%20Report%20of%20the%20AGE%20on%20the%202015%20Peacebuilding%20Review%20FINAL.pdf>; Report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people, http://www.un.org/sg/pdf/HIPPO_Report_1_June_2015.pdf



just and inclusive societies. Qualitative, action-oriented governance data as an outcome of the Praia Group on Governance Statistics in particular will inform the dialogue between the governments and other stakeholders. Advanced statistical governance measurement capacity will be developed to identify the ones left behind to provide more targeted thematic support.

While creating space for other stakeholders, governments increase inclusive decision-making processes in the implementation of the SDG agenda as well as accountability mechanisms. This includes in particular enabling the disenfranchised to participate meaningfully in governance processes. The application of appropriate tools and methodologies for policy, institutional and context analysis will help to land SDG16 on the national and sub-national level and will contribute to inform government policies, including strategies for statistical development and the ones most marginalized.

Here, action on Goal 16 will also support the advancement of women's equal participation in decision-making, including ensuring their participation as voters and candidates in electoral processes and helping them to hold office effectively, ensuring their meaningful participation in formal and informal political processes including national and local peace and security processes. It will support women's participation in national and local dialogues and initiatives, in decisions related to recovery processes, in building responsive and accountable institutions and inclusive political processes that engage and benefit women and men equally, and in supporting national actors to secure and protect women's rights through legal reforms and the provision of gender-responsive police and justice services – including efforts to prevent and respond to sexual and gender-based violence.

Besides ensuring the inclusion of different actors and stakeholders in governance processes, multistakeholder partnerships and collaboration provide an opportunity to join forces in implementing, measuring and reporting on SDGs, while at the same time increasing capacities by reducing duplication and filling existing gaps. This will be reinforced by effective knowledge management and -sharing through meetings and appropriate virtual fora.

In this way, the project will generate positive change, and demonstrable progress in achieving peaceful, just and inclusive societies, by equipping governments and national stakeholders with the necessary capacities to generate evidence and needs-based decisions on policy and budget processes in support of delivering the substantive targets of Goal 16 itself, and as an enabling goal for delivery of the 2030 Agenda as a whole. As a result of project support they will be better able to report against the global, regional, national and sub-national monitoring frameworks and able to share experience and knowledge in a constructive and efficient manner. This increased capacity will in turn equip Member States and national stakeholders to deliver against each of the substantive targets in Goal 16 and so contribute to achieving peaceful, just and inclusive societies.

Theory of Change

PEACEFUL, JUST AND INCLUSIVE SOCIETIES

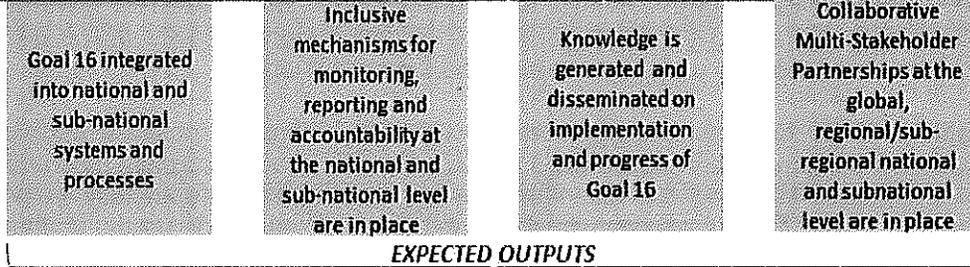
Sustainable development is strengthened by peaceful, just and inclusive societies that provide access to justice for all and guarantee effective, accountable and inclusive institutions at all levels

EXPECTED IMPACTS

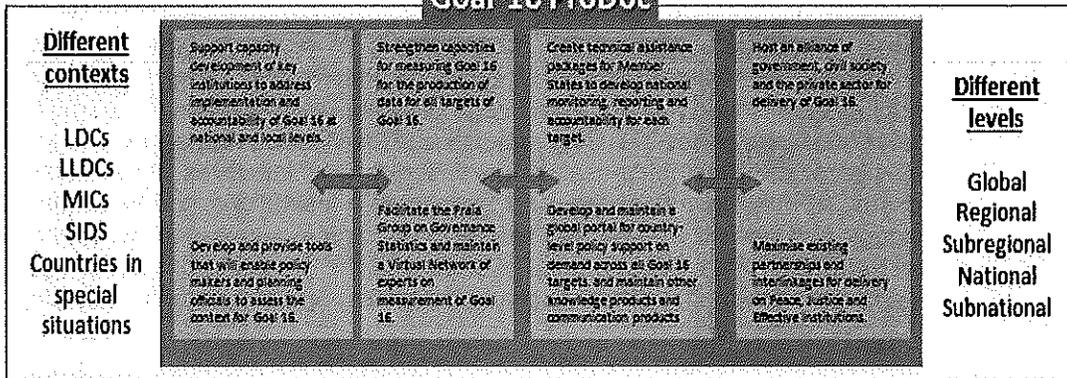
UN Member States (governments and national stakeholders) demonstrating progress towards delivering peaceful, just and inclusive societies

EXPECTED OUTCOMES

governments and national stakeholders improved ability to plan and budget for Goal 16 targets, to monitor progress in achieving Goal 16 targets, to learn lessons from experience elsewhere, to link and integrate SDG 16 to other Goals and to forge effective partnerships for Goal 16 delivery



Goal 16 ProDoc



Ongoing G&P work and other work streams

Existing Global Programmes and initiatives on governance and peacebuilding through Rule of Law, Justice, Security and Human Rights, Inclusive Political Processes, Responsible and Accountable Institution, Conflict Prevention and Peacebuilding, Youth and Gender; MAPS process, New Deal etc.

NEED FOR A COMPREHENSIVE STRATEGY

PROBLEM STATEMENT/DEVELOPMENT CHALLENGES

Weak enabling environment | de facto exclusion of stakeholders from governance and decision-making | Weak capacity to deliver progress on the individual targets of Goal 16 | Weak capacity to plan and budget for Goal 16 priorities | Weak statistical capacity and trust between data producers | Need to exchange knowledge and best fit solutions | Global, national, local partnerships non-existent or deficient

III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1. Goal 16 integrated into national and sub-national systems and processes

This project will strengthen functions that are needed to accompany the policy support to building peaceful, just and inclusive societies, aiming at facilitating a conducive environment with strong and inclusive partnerships that accompany a holistic, informed and strategic package of support to Goal 16. As a result of the project, Member States will be better able to plan and budget for implementation of Goal 16 and achievement of peaceful, just and inclusive societies, institutions and processes for delivery on the entire 2030 Agenda.

Activities to deliver this output will be grouped into three main categories: capacity development, essential tools and thematic support. The sheer breadth of the 2030 Agenda means it will be a much more complex undertaking for all levels of government to implement than the MDGs. UNDP's Support for landing Goal 16 at the national and sub-national level will focus on building the capacity of governments to deliver, and providing them with some of the essential tools for social/civic engagement and effective delivery both on Goal 16 and its linkages with other goals.

1.1 Develop and provide tools that will enable policy makers and planning officials to assess the context for Goal 16

To ensure adaptation to different national and local contexts, policy support to Goal 16 will require the use of various tools such as Institutional and Context Analysis to be performed, as needed, at national and sub-national levels. This contributes to identifying the governance-related drivers and bottlenecks that could speed up or hamper progress across the goals. In doing this, strong analytical capacities on the ground must be ensured, and key stakeholders (e.g. government, parliament, local councils and executives, etc.) enabled to use the data/analysis from these tools, disaggregated by sex, age and geographical area, to effect change. Implementation of a human rights-based approach will be enhanced by adopting the human rights lens as part of the assessment process as well as integrating human rights into planning and implementation of programmes and projects (human rights based approach), with particular attention paid to vulnerable groups.

This category of activities will include but is not limited to in-depth analysis and development of diagnostic tools such as:

- Scenario building and dialogue tools
- Institutional and context analysis (ICA)
- Conflict and Development analysis (CDA)
- Recovery and Peacebuilding Assessment (RPBA)
- Core government functions diagnostic
- Local governance context analysis

Some of these tools will be developed specifically for fragile situations (e.g. assessment of core government functions, Recovery and Peacebuilding Needs Assessment (RPBA) or SDG readiness generally, as well as linking to specific challenges, such as distributing the burden of climate adaptation equitably). These tools can be supplemented by specific governance tools such as the ISACS Assessment Tool¹¹ or the Capacity Assessment of Anti-Corruption Agencies and other anti-corruption tools.

¹¹ This tool allows governments to identify and prioritize areas where strengthened controls are needed to prevent illicit arms flows (e.g. legislation, stockpile management, etc.)

1.2 Support capacity development of key institutions to address implementation and accountability of Goal 16 at national and sub-national levels

Building on the MAPS process UNDP will support Member States, in close collaboration with other stakeholders, to help land and interpret Goal 16 at the national and sub-national levels. This will in particular include awareness-raising among national stakeholders on the importance of governance-related topics. This includes the hosting and facilitation of dialogues in order to enhance inclusive and responsive participation and leadership of women and men in decision-making and promote a shared understanding at a national and subnational level of the challenges ahead. Building a peaceful, just and inclusive society, in particular, should be well grounded on local context and include sub-national focus to ensure that the Goal reaches all territories and all relevant stakeholders and citizen expectations.

As the main owners of the SDG implementation process, national governments and stakeholders will need to engage in inclusive participatory processes, enabling women and men of all ages and backgrounds, to be part of the transformative development agenda. UNDP will support national governments and stakeholders in establishing national participatory architectures and mechanisms that enable inclusive enough public debates to advance on building a peaceful, just and inclusive society.

Here, UNDP will use the key role of representative institutions in shaping and monitoring the implementation of the SDGs, reflecting all citizens' voices, including the most marginalized groups and remote regions, in order to ultimately reduce the development gaps and 'to leave no one behind'. This will lead to an important leverage effect allowing to foster fairness in the distribution of public resources, including gender and youth empowerment.

Specific activities in this category might include the establishment of Goal 16 fora at national and sub-national levels. Key government institutions in individual countries like Parliament, the Prime Minister's Office, National Human Rights Institutions and other independent equality and anti-discrimination bodies, Civil Society fora, local government associations etc. that have strong outreach and are important anchor points to use and connect can make sure no-one is left behind in the achievement of Goal 16 targets.

Bringing in all layers of society, formal and informal, will be a huge endeavour in some regions, but the potential prize is significant – if successful, such initiatives will enable a genuine transformation of the development agenda at national and local level.

Without institutional capacity, there will be no realistic prospect of progress. Therefore, one of the challenges for delivery of the entire 2030 Agenda will be to ensure that effective, accountable and inclusive institutions are able to manage all aspects of the SDGs. The project will build on known linkages between different parts of the agenda – e.g. between Goal 16 and Goal 5 on gender equality or women's participation in peace and security¹², between Goal 16 and Goal 3 on health, and between Goal 16 and Goal 11 on inclusive, safe, resilient and sustainable cities – and identify other essential linkages for effective delivery.

Here, capacity development measures, undertaken by the teams of the cluster – eg. on core government functions, judicial institutions, parliaments, etc – play a crucial role in enhancing the ability of governments to implement SDG16 and are mutually reinforcing.

This approach aims to include the highest levels of government (at different levels) for political leadership, as well as the civil service and core public sector institutions, particularly local governments, in order to encourage cross-governmental buy-in. To address the challenges to implement the whole SDG agenda adequately it will be necessary to revisit the governance and administrative structures (including planning and budgeting) and shape them to address current and future trends in public admin/public services (e.g. identification, to data protection, to e-connectivity etc.).

¹² e.g. Violence against women and girls (5.2.), child labor, child soldiers (8.7.)

Exploring and promoting civil service motivation will be part of this approach, recognising that without well-motivated public servants, it will be impossible to improve the effectiveness and inclusiveness of essential institutions in the medium and long term. Bringing in progressively methods like the ones promoted by UNDP's regional project for Latin America¹³ "Strengthening Information Systems for Governance (SIGOB)", which can improve government effectiveness and efficiency, will be an essential part of this. Additionally, enhancing the accountability of all key players, including key government institutions as well as the private sector and civil society actors, within the SDG debate will contribute to the ownership of the SDGs, as well as facilitating a common shared incentive in implementing Goal 16 in particular.

Finally, ensuring that governments reach out to the most marginalized populations is key to meet the targets under SDG 16 as well as many of the targets across the other SDGs.

Activities will include, as required:

- *Certifying and training UNDP staff on tools and methodologies, such as mentioned under Output 1.1., that can help advance progress on reaching the targets in Goal 16*
- *Providing guidance to national stakeholders on integrating Goal 16 into national/sub-national planning and budgeting processes*
- *Providing guidance on using Goal 16 to meet targets under other SDGs*
- *Providing guidance on including Goal 16 into core parliamentary roles of law-making, oversight and representation*
- *Supporting the development and strengthening of institutional frameworks and mechanisms, including respective institutional reforms, for the delivery on the SDG agenda across government as a whole*
- *Supporting initiatives that identify participatory approaches on policy formulation, including scenario building and dialogue tools, including with civil society, independent institutions, the private sector and other stakeholders such as parliament (national or local level, regional and sub-regional contexts), and build on the inter-linkages of Goal 16 and other SDGs in specific country/regional contexts*
- *Supporting the establishment of a national Goal 16 participatory architecture, including: support to national stakeholders for analysing national vision statements, plans, laws, budget allocations, reviewing available capacities; reviewing sectoral strategies and plans and their alignment with the SDGs; capturing differentiated citizens' priorities; providing advice on prioritisation and sequencing.*
- *Supporting initiatives to increase public sector capacities including through the introduction of incentive mechanisms for effective SDG implementation and public service delivery.*
- *Supporting national communication strategies related to Goal 16, including linking with the SDG Action Campaign.*

¹³ The project's reach is now also expanding beyond the Latin America region (interventions have already been undertaken in Afghanistan, Timor Leste, Iraq, Malaysia etc.)

Output 2. Inclusive mechanisms for monitoring, reporting and accountability for Goal 16 at the national level are in place

As a result of the project, Member States will be better able to monitor and report progress on implementation of Goal 16 and achievement of peaceful, just and inclusive societies for delivery of the entire 2030 Agenda. Proper monitoring and reporting on the 2030 Agenda, in particular on Goal 16, will depend on a significant increase in investments towards improving the availability of quality, reliable and timely disaggregated data, as mandated by the 2030 Agenda.

The project will support the development of global indicator methodologies for monitoring Goal 16, their adaptation at national, sub-national and regional levels, their differentiated impact on the lives of women, girls, men and boys and their continuous refinements. In particular, in alignment with the principle of "leave no one behind", the global project will support the collection of disaggregated data wherever possible including data related to the achievement of targets under Goal 16 for minorities and indigenous peoples, persons with disabilities, migrants, IDPs and refugees, among others.

In recent years, significant progress has been made on defining goals, targets, and indicators related to peaceful and inclusive societies, access to justice and effective, inclusive and accountable institutions and political processes. Basic standard methodologies have been developed, for example, for victimization surveys, violence against women, homicide, crime trends, mortality statistics, human rights and rule of law.¹⁴ There are also considerable ongoing data development activities on governance and human rights which can build on global data collection activities and global methodological advances.

Nevertheless, concerns have been raised by some stakeholders about the measurability of peaceful and inclusive societies, access to justice and effective, inclusive and accountable institutions. The methodologies for many global indicators which do not have a commonly recognized and standardized methodology yet are still under development, and it is likely that a number of complementary indicators will be defined at country level.

Data collection on the global level is planned to be supported by UN agencies, the idea is that each indicator will be supported at least by one agency – the so-called custodian agency(ies) – to collect, review and disseminate the data provided by NSOs on the global level. UNDP will build step-by-step the necessary capacities to play a custodian role on key parts of Goal 16 while simultaneously staying connected with the ongoing work streams and promoting collaboration, among others with the Praia Group on Governance Statistics and other UN entities, World Bank, OECD and others.

UNDP has been active over the years in supporting the development of governance indicators and is building up permanent in-house statistical capacities. The Oslo Governance Center will play a key role in the global monitoring framework, in particular in supporting data collection at the global level. The work at the national and regional level, in particular on capacity building to national statistical systems, would be supported by UNCTs and regional hubs, coordinated by OGC.

Activities to deliver this output will be grouped into two main categories: boosting support to statistical capacity at global and national level, and developing methodologies at the global, regional, national and sub-national level.

¹⁴ UNODC-ECE has published guidelines that provide basic information for development and design of national victimization surveys, and identify key issues on survey approach, methodology, analysis and presentation of results. <http://www.unodc.org/unodc/en/data-and-analysis/Manual-on-victim-surveys.html>

The March 2015 International Classification of Crime for Statistical Purposes provides a comprehensive framework for classification and monitoring types of homicides and other violent crime, thereby enhancing consistency and international comparability of crime statistics. <http://www.unodc.org/unodc/en/data-and-analysis/statistics/icc.html>

OHCHR has developed a Guide on Measurement and Implementation of Human Rights Indicators that provides guidance on quantitative and qualitative indicators to measure progress on implementation of international human rights norms and principles, including those related to political participation, personal security and access to justice, as well as identifying data sources that will include the most marginalized and vulnerable. <http://www.ohchr.org/EN/Issues/Indicators/Pages/documents.aspx>

2.1 Strengthen capacities for measuring Goal 16 targeting official institutions and non-state actors, for the production of data for all targets of Goal 16

Significant attention was devoted throughout 2015 and 2016 to the identification of indicators at the global level for monitoring the SDGs. The UN Statistical Commission (UNSC) has the mandate to prepare a set of global indicators to monitor progress towards the SDGs. In this connection, the Roadmap endorsed by the Statistical Commission at its 46th session in March 2015 required development of an indicator framework and list of indicators at the global level by the Inter-Agency Expert Group on Sustainable Development Indicators (IAEG-SDGs). A list, proposed by the IAEG-SDG, consisting of 231 global indicators was adopted by the Statistical Commission at its 47th session in March 2016. So far, 23 indicators have been agreed by the Statistical Commission under Goal 16.

UNDP will support the collection of disaggregated data based on the fundamental principles of official statistics by taking on a custodian role, in particular for three global indicators, (16.6.2. *“Proportion of population satisfied with their last experience of public services”*, 16.7.1 *Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions and* 16.7.2. *“Percentage of population who believe decision-making is inclusive and responsive.”*) – this will involve building necessary statistical in-house capacities, the contribution to the methodology development and norm-setting, capacity building on the national level, global reporting, data compilation and data processing, research, analysis and data harmonization and necessary advocacy measures including data dissemination. Initial activity will involve scoping the necessary custodian role, and progressively building the work as project funds become available.

But the global indicators for the SDGs will only ever provide a partial snapshot of what is required, and a limited part of the overall story on progress within individual countries. As such, detailed monitoring frameworks, that build on and are part of existing national/sub-national frameworks, will be required at the national and sub-national level in each country – both to ensure that the infrastructure is in place to report with confidence on the global indicators, but crucially also to provide the detail required for tracking individual national priorities identified in the context of respective national policy space.

Particular attention will be given to the sub-national level given that shortcomings of appropriate monitoring and follow up at subnational level will have a direct impact on the overall statistical and monitoring capacity of Member States at very different stages of development – both in terms of the ability to collect and present data, and the ability to analyse it effectively and put it to appropriate use for policy formulation.

Significant work is likely to be required to support the capacity development of national statistics systems ¹⁵(NSS), led by National Statistic Offices (NSOs), and to put in place the baselines against which future progress will be measured. A key part of this process will be to identify and maximise the respective strengths of government, civil society, academia and the private sector in collection and analysis, and to build trust between all of those inside and outside government in the production and use of disaggregated and standardized data at all levels, including the local level.

Since Member States are already subject to reporting obligations in many areas related to the Sustainable Development Goals, both to United Nations bodies — such as the Human Rights Council, treaty monitoring bodies and specialized agencies — and non-United Nations bodies, the follow-up and review of the implementation of the Sustainable Development Goals should build on such existing reporting mechanisms as recommended by the 2030 Agenda. UNDP will therefore foster coordination at the domestic, regional and global level. By advancing the agenda of the General Assembly resolution 70/163 on NHRIs, UNDP will integrate and strengthen institutions such as NHRIs, that can play an important role in providing information and data from the national level to the High-Level Political Forum on Sustainable Development, as well as in mobilizing partnerships

¹⁵ National Statistic Offices, line ministries and agencies, local governments

for implementation, thereby proving valuable to the global accountability framework of the 2030 Agenda.

In addition to this, UNDP has been very actively supporting national Monitoring & Evaluation (M&E) systems. There is a very wide gap between data and capacity for data analytics, and the quality (or existence) of national M&E systems. Many national M&E systems are anchored on or rather more aligned with budget/finance-monitoring or activity monitoring rather than substantive results monitoring. The current work on national indicators gives the opportunity to align M&E and SDG indicators and activities in order to work coherently and more effectively.

Activities in this category will include:

- *Build and maintain UNDP-internal statistical capacities to support the measurement of aspects of Goal 16 on the global level, in particular for indicators 16.6.2, 16.7.1. and 16.7.2.*
- *Support collection of data by national statistical systems disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, harmonization and dissemination on the national and regional level for global measurement of Goal 16 indicators*
- *Training NSO staff in Member States on governance indicators, and issues related to substantive aspects of goal 16 – in particular as regards newly developed methodologies and the opportunities for collaboration between different data producers, inter alia through peer learning*
- *Developing and piloting methodologies for monitoring progress on transparency and accountability of government institutions at national and local levels, introducing innovative M&E and data collection systems at the local level and, if requested, supporting action plans for accountability in collaboration with the Open Government Partnership*
- *Maximising other partnerships for monitoring progress on the SDGs, including in partnership with the Open Government Partnership, the Community of Democracies, the Effective Institutions Platform, the Global Data Alliance, the Youth Governance and Accountability Partnership, and others.*
- *Supporting development of national/sub-national and regional indicator frameworks and country-specific dashboards to monitor progress on Goal 16 in accordance with national and regional priorities and existing strategies and in alignment with the ongoing work of the Praia Group on Governance Statistics*
- *Supporting the alignment of M&E and SDG frameworks*
- *Support parliaments to ensure the existence of mechanisms and capacity for ongoing monitoring of Goal 16's implementation are in place and functional*
- *Support CSOs and women's organisations capacity to monitor Goal 16's implementation and facilitate their access to platforms where their voice can be heard*
- *Supporting awareness-raising/advocacy measures amongst all stakeholders and convening forums to make the most of respective strengths amongst different stakeholders*

2.2 Facilitate the Praia Group on Governance Statistics and maintain a Virtual Network of experts on measurement of Goal 16

This project will also contribute and provide inputs to ongoing and planned work of the Statistical Commission in the field of governance, peace and security indicators relevant for monitoring Goal 16, in particular by the "Praia Group on Governance Statistics"¹⁶. It builds on, complements and creates substantive synergies between the various stakeholders.

In recent years, representatives from national statistical agencies have started to meet informally to address selected problems in statistical methods. At the 46th session, the Statistical Commission established the "Praia Group on Governance Statistics", allowing it the mandate to work on governance statistics till 2020. A roadmap for the work of the Praia Group has been endorsed at the 47th session of the Statistical Commission. One main objective is to develop a handbook on governance statistics, consisting of indicators and methodologies to measure governance, peace and security.

UNDP has been closely involved in supporting the creation and launch of the Praia Group and the planned project will support the work of the Praia Group in developing robust methodologies for use by all countries, building on existing regional experiences and practices in measuring progress towards Goal 16 priorities. The Praia Group benefits from the experience of different stakeholders, in particular civil society and academia, UNDP will ensure with this project that different perspectives and experiences are taken into account.

In order to address (actual and potential) concerns about indicators for Goal 16, UNDP in collaboration with other partners has convened and facilitated a Virtual Network for discussions and exchanges with a view to identifying a set of possible indicators – at the global and national level – for Goal 16. The network has brought together various experts and stakeholders, including development practitioners, statisticians, UN agencies and civil society organizations to explore existing indicators and internationally agreed instruments for measuring Goal 16.

Activities in this category will include:

- *Ensuring institutional support to meeting and functioning of the Praia Group on Governance Statistics, including dedicated support to preparation of successive meetings and personnel*
- *Providing technical assistance by supporting the compilation of methodologies to collect disaggregated data for SDG 16, and information regarding governance data*
- *Awareness-raising on and communication of Praia City Group initiatives, including through development of a handbook and reports, and advocacy on success stories of citizen-led data collection and accountability.*
- *Coordinating events around the work of the UN Statistics Commission and related work streams on Goal 16*
- *Maintaining the Virtual Network, including managing a database of technical experts, and facilitating networks and meetings, online and face-to-face*

¹⁶ <http://unstats.un.org/unsd/statcom/doc15/2015-17-CaboVerde.pdf>

Output 3. Knowledge is generated and disseminated on implementation and progress of Goal 16

As a result of the project, Member States and other stakeholders will be better able to source technical expertise and learn from experience elsewhere to improve implementation of Goal 16 and achievement of peaceful, just and inclusive societies for delivery of the entire 2030 Agenda. As a new area for delivery as part of the SDGs which was not part of the MDGs, Goal 16 will present challenges to all Member States in different ways.

Strengthening of capacity and development of tools under Output 1 (above) will help to equip countries with the effective, accountable and inclusive institutions they will require across all areas of delivery, but questions will arise: how to measure some new indicators? with what frequency? how do they relate with ongoing national policies? how to mainstream some of these indicators on new ways to conduct policy formulation and implementation?

At the same time, countries will need access to learning and best-fit solutions from different countries around the world to improve their own progress in delivery, and to ensure that effort is not wasted or duplicated. A dedicated "portal" for Goal 16 will facilitate the capture, analysis and deployment of knowledge amongst Member States and a larger constituency of partners, stakeholders and the general public, and ensuring that learning in one context is available for other countries to consider and adapt if appropriate. This portal will be a space for all interested stakeholders to contribute substantially to the Goal 16 discussion.

Activities to deliver this output will be grouped into two main categories: enhancing and coordinating the dedicated technical assistance in thematic areas, and developing and maintaining a solutions portal.

3.1 Establish integrated technical assistance packages for Member States (design methodology and create stand-by expert capacity) in implementing the Agenda and to develop national monitoring, reporting and accountability systems for Goal 16 targets, for which UNDP has a comparative advantage / in coordination with other UN Agencies Funds and Programmes (AFPs)

The 2030 Agenda calls for an integrated approach to implement the agenda, this is not only relevant across the Goals, but also within the Goals and its targets. In order to avoid a fragmented support, UNDP will use its convening power to support structured, coherent, mutually reinforcing measures in supporting the implementation of SDG16. It will respond to national requests by bringing together the best expertise, tools and methodologies available.

In conjunction with other technical support mechanisms, this project will deploy specific expertise in monitoring, reporting and accountability for each of the Goal 16 targets, while integrating the thematic aspects of governance and peacebuilding and working closely on the interlinkages with other aspects of the entire 2030 Agenda. Country-specific expertise and thematic knowledge will be pooled to develop country/region-tailored packages to support the implementation of the SDGs in respect of peaceful, just and inclusive societies. Packages will vary depending on need, consisting of guidelines, tools and dedicated technical assistance. These will consist of the tools listed under Output 1.1. as well as the specific tools available in the thematic areas.

This structured and coordinated approach builds in particular on the MAPS approach and links closely with Output 4.2. of this project.

The project will also help coordinate the enhancement of a roster of experts for governance data, measurement and accountability, by complementing existing rosters and avoiding duplications, and the application of policy guidance and tools already offered by UN entities that can be put at the disposal of UNCTs and national stakeholders in a coordinated way.

The project will facilitate multi-agency and multi-disciplinary teams, including with specialized and non-resident agencies, to bring expertise to the country level. This can be made available on

demand to national, regional and local authorities as well as other development actors to overcome the obstacles identified.

- *Provision of technical assistance to Member States to develop coordinated and targeted country specific responses to requests in implementing, monitoring, reporting of SDG16*
- *Enhancing and updating existing rosters or creating, where necessary, new rosters on issues related with Goal 16 measurement, in particular for measurement specialists.*

3.2 Develop and maintain a global “portal” for country-level policy support, knowledge and communication materials on demand across all Goal 16 targets

As part of its overall policy support function, UNDP will develop and lead with key stakeholders (including academia, civil society, private sector and Member States) a “Goal 16 Portal” which would serve as a global repository of tools and knowledge resources with links to relevant web portals of other UN entities and other organisations. The SDG16 Global Platform is intended to be a one stop knowledge portal for all the information on peaceful, just and inclusive societies. The portal will facilitate the capture, analysis and deployment of knowledge amongst Member States, and ensuring that learning in one context is available for other countries to consider and adapt if appropriate.

This portal will also be a space for all interested stakeholders to contribute substantially to the Goal 16 discussion. An important element of this portal will be to encourage a partnership approach where representatives of governments, civil society, international organizations, youth representatives and policymakers will be able to learn from each other and draw lessons from the experiences of different countries and sectors.

Key components of the platform could include a Dynamic Knowledge Repository, Online Dialogues and Networking and Knowledge Exchange.

In this respect the project will liaise with the SDG Action Campaign on issues related to Goal 16. This will take into account existing tools, link with existing relevant portals, such as the platform devoted to localizing the SDGs, and knowledge sharing platforms, as well as identifying and filling gaps.

Other knowledge products will be developed and appropriately disseminated in the context of this project. In addition to these communication products, and depending on the context and needs, various knowledge sharing tools, such as knowledge networks, audio-visual products, webinars, newsletters, brochures, events as well as social media tools will be developed/ used to share experiences on peaceful, just and inclusive societies. In order to increase the outreach, deliberate effort will be made to provide a range of services that focus directly on people: services that facilitate active knowledge exchanges among stakeholders, broker connections among knowledge seekers and providers, as well as hosting events, in-person and online discussions and exchanges where past experiences can be examined and successful solutions can be shared; this will be closely linked to output 4.1. of the project.

Connecting existing initiatives is expected to be part of the overall approach to sharing information across and within countries and regions, including for example civil society work with the Governance Data Alliance for an SDG16 Data Initiative¹⁷. There will be a specific focus on fragility challenges and tailoring assistance methodology accordingly.

The portal will cover the following areas of activities:

- *Designing and developing of material from lessons learnt at the national and local levels¹⁸*

¹⁷ <http://www.sdg16.org/>

¹⁸ See for example the work on piloting governance in the context of the SDGs: <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/final-report-on-illustrative-work-to-pilot-governance-in-the-con.html>

- *Facilitating the collection and exchange of lessons learned, research, innovation and south-south opportunities for Goal 16, amongst others*
- *Facilitating SDG 16 related dialogue especially on UNDP's work and related to but not exclusively on the implementation, measurement and reporting on Goal 16.*
- *Knowledge sharing about tools and resources related to Goal 16*

Other activities are:

- *Development of knowledge products, such as brochures and newsletters*
- *Maintaining and using other communication products, such as online and social media tools*
- *complementing the portal and knowledge products with offline activities, such as Peer Assists, Lessons Learned Workshops, Design Thinking Workshops, After-Action Reviews and Knowledge Fairs.*

Output 4. Collaborative multi-stakeholder partnerships and interlinkages in support of achieving targets of Goal 16 at the global, regional/sub-regional, national and sub-national level are in place

As a result of the project, entities at all levels in Member States – including governments, civil society, national human rights institutions, the private sector, local authorities and others – will be better able to advocate for Goal 16, source technical expertise and learn from experience elsewhere to improve implementation of Goal 16. Supporting effective implementation on Goal 16 will require UNDP and other UN agencies to work closely with lynchpin regional institutions, and national institutions such as the Ministries of Finance, National Planning Agencies, budget entities as well as National Parliaments, local and regional governments' associations but also youth organisations, women's organisations, indigenous peoples' organisations, disabled persons organisations and other civil society organizations, the private sector and networks.

Efforts during 2015 to pilot the monitoring of targets under Goal 16 with some Member States¹⁹ have stressed the need to build broader coalitions of champions around Goal 16. UNDP is already a trusted partner working across sectors, with multiple stakeholders and important joint UN ventures, often on sensitive issues. For example, at the requests of Member States, and consistently over the past 10 years, UNDP has been working in support of existing frameworks humanitarian disarmament regimes as well as contributing towards the development of new international standards and normative instruments including the Convention on Cluster Munitions (CCM) and the Arms Trade Treaty (ATT).

UNDP can play a key role in bringing all coalitions and stakeholders together on Goal 16 to ensure that there are no gaps in the range of partnerships available on specific elements of delivery, but also to promote voluntary reporting alongside the formal Follow-Up and Review mechanism of the High-Level Political Forum (HLPF) for Sustainable Development, the body tasked in the 2030 Outcome Document with driving delivery of the SDGs. This will be underpinned with voluntary reports on the national level based on national monitoring frameworks.

UNDP indeed has a unique convening role on Goal 16 which can bring together a wide range of different constituencies of interest, and UN agencies responsible for formal measurement and reporting. As such, UNDP can provide a coherent and consistent voice in preparations for the HLPF,

¹⁹ <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/final-report-on-illustrative-work-to-pilot-governance-in-the-con.html>

to ensure that Goal 16 is appropriately reflected in review processes. Given the integrated nature of the agenda, and the importance of Goal 16 to providing the key elements for delivery of all targets, it will be important for Goal 16, and the focus on peace, just and inclusion, to be reflected in all reporting at the HLPF, not just in those years when Goal 16 is included amongst those Goals listed as being the subject of specific focus. So, for example, in considering Goal 5 in 2017, or Goal 11 in 2018, it will be important for Member States to note the connection through Goal 16, and to identify the pathways for effective delivery by demonstrating progress on Goal 16, too.

UNDP has a key role to maintain momentum between formal review points – for example by coordinating voluntary reporting initiatives alongside the HLPF to feed in to periodic formal reports, and to prepare a compendium of good practice to take stock of progress, and to encourage reporting on Goal 16 by all Member States on a regular basis. This reporting work will be able to draw on monitoring undertaken in collaboration with existing networks – see Output 2.1 above.

Activities to deliver this output will be grouped into two main categories: convening an alliance for reporting and delivery, and maintaining a detailed database on constituencies of support.

4.1 Support a global alliance of government, parliaments and civil society including women’s organisations and the private sector for reporting progress towards promoting peaceful, just and inclusive societies

There are many different organisations, institutions and networks already active on different elements of Goal 16 – the International Dialogue on Peacebuilding and State building, the Open Government Partnership, the Effective Institutions Platform, the Transparency, Accountability and Partnerships Network, the Praia Group on Governance Statistics to name but a few. UNDP has also been actively promoting youth participation and networking around the 2030 Agenda and Goal 16 in particular.²⁰ There are also many UN entities, agencies/funds/programmes with a significant contribution to make to delivery of Goal 16 – UNICEF on Target 16.2, UNODC on Targets 16.1, 16.3 and 16.4 and so on.

UNDP is active across a wide range of targets under Goal 16 and the project will harness this breadth to ensure effective information sharing and reporting.

In the first instance, UNDP is offering to convene an Alliance of all of those interested in different aspects of Goal 16 to take stock of respective areas of expertise, and to ensure a consistent approach to encourage reporting by Member States. This will be in the context of the formal Follow-Up and Review processes for the 2030 Agenda, under the auspices of ECOSOC and the HLPF: activity will be undertaken – with due guidance of the Regional Bureaux – alongside the formal processes and available to contribute as appropriate.

Where there is potential for overlap, the project will work to ensure mutually reinforcing approaches – e.g. with the g7+ to ensure that the Peacebuilding and Statebuilding Goals (PSGs) mesh effectively with the SDGs, and ensure that INCAF and the International Dialogue are appropriately integrated into the SDGs as part of a focus on situations of fragility, to ensure nobody is left behind.

UNDP will also prepare a periodic report as a “Compilation of best-fit solutions on implementing Goal 16” to ensure lesson learning from innovation and successful delivery across the world and across sectors, in a wide variety of development settings. This report will include stories from the field to demonstrate where action on Goal 16 is having a real impact on peoples’ lives, describing the reality behind the statistics.

The portal in Output 3.2 will provide additional visual material, online resources and social media in order to facilitate knowledge management through these partnership initiatives.

²⁰ UNDP supported youth engagement in UNDG consultations on Governance, the crowdsourcing on youth and post-2015 (Global Youth Call), co-leads the Inter-agency working group on Youth and 2030 Agenda, the Inter-agency working group on youth political inclusion, and convenes a global partnership on youth governance and accountability.

Activities in this category will include:

- *Convening an annual forum and interim meetings of a Global Alliance for Goal 16 as required*
- *Preparing a regular report of progress on Goal 16 to showcase early starters, promising practices and best-fit solutions for lesson learning*
- *Hosting an annual innovations forum for Goal 16 with a focus on south-south, south-north and triangular cooperation*
- *Information sharing on methodologies and experiences for civic engagement under the SDG agenda (youth, gender, marginalized groups)*

4.2 Maximising existing partnerships and interlinkages for delivery on Peace, Justice and Effective Institutions

In developing the existing portfolio of projects and Global Programmes which will now correspond directly to specific targets of Goal 16, UNDP has already built an extensive network of partnerships. On Rule of Law, for example, UNDP works closely with DPKO under the Global Focal Point for Justice and Security and collaborates closely with UNODC, OHCHR, UNWOMEN and other UN entities. On anti-corruption, UNDP works closely with UNODC as well as with UN entities like WHO and UNESCO when it comes to assessing corruption risks in the health and education sectors. UNDP works closely with DPA in the area of electoral assistance and with DPA and PBSO for the building of national capacities for conflict prevention. The UN's Coordinating Action on Small Arms (CASA) mechanism involves 23 UN entities, including UNDP. World Bank and the EU are other important partners to collaborate with.

On the multilateral level and within the context of governance and peacebuilding, UNDP works with UN agencies, civil society, international organizations and among member States in strengthening the application of international humanitarian and human rights law in support of arms regulations for the protection of the lives, livelihoods, public services and common goods that underpin sustainable development.

The SDG framework provides a strong incentive for broader and deeper cross-practice and cross-sector coordination and for further capitalising on our extensive network of partnerships to ensure the broadest possible inclusion of beneficiaries and stakeholders in implementation of the 2030 Agenda. This also includes regional organisations increasingly interested in the SDG agenda as well as multilateral discussions on peace and security, human rights and development processes aimed at international normative frameworks and standards for the protection of lives, livelihoods and civilian property that contribute to increase human security, stability and a sense of safety in war-torn societies and communities affected by high levels of crime alike. The work entails advocacy and support to Member States on the legislative basis to anchor accountability, conformity and implementation of normative frameworks and treaty regimes dedicated to arms regulation and humanitarian disarmament.

As noted throughout this project document, regional and sub-regional partnerships and engagements will be equally important in supporting countries to mainstream, monitor, report and exchange knowledge on Goal 16 at national level.²¹ UNDP will build on those partnerships and strengthen its support in order to ensure their contribution to the implementation of the 2030 Agenda at all levels.

At the country level special emphasis will be put on the sub-national level in order to deepen and broaden the outreach and facilitate a concrete anchoring of the activities to the sub-national level.

²¹ An example is the recent ASEAN consultative meeting on SDG 16 and access to justice, which was itself an opportunity to share plans and challenges on monitoring and reporting under SDG 16 and which resolved to set up a Technical Expert Working Group for future exchanges – a partnership which will include government, civil society and private sector (Bar Associations).

Part of this project will focus on innovative ideas which link Goal 16 to other Goals and targets (such as health, education, climate change, environmental issues, urbanisation, gender). This approach will help to break the siloes between the SDGs and promote cross-sectoral and inter-sectoral thinking and working. Project ideas that are built on this ground will be seed-funded. Outcomes will be used to prepare evidence to demonstrate how governance, peace and effective institutions are a prerequisite and engine for the successful implementation of the entire agenda and improvements in SDG16 go hand in hand with improvements in other sectors.

For example, in order to meet the "zero target" on violence against women under SDG 5, institutions will need to address the lack of access to services, particularly in more remote communities. They will also need to address the lack of political will and discrimination against groups of people because their race, ethnicity, religion, sexual orientation, occupation, ability or other modifiers of identity.

- *Fostering existing partnerships for the delivery on SDG16, in particular on regional, sub-regional, national and sub-national levels*
- *Forging innovative partnerships and intergovernmental approaches for conflict prevention, crisis recovery and normative solutions within and across the pillars of UN, e.g. peace and security, human rights and development*
- *Assisting states in the universalization and implementation of international normative frameworks incl. humanitarian disarmament and arms control agreements*
- *Designing and developing a comprehensive and inclusive partnerships database*
- *Facilitating cross-sectoral working by supporting initiatives focusing on interlinkages between Goal 16 and other goals and targets*
- *Facilitating inter-agency collaboration on Peace, Justice and Effective Institutions within the UN system*

Resources Required to Achieve the Expected Results

Activities will primarily be the responsibility of UNCOs, with support from regional and headquarter offices of UNDP and other UN agencies as appropriate. UNDP's integrated approach allows work between BPPS other Bureaux in UNDP and with other UN system and NGO partners not only to address governance, peace, and justice and human rights issues in the other SDGs but also to lay the ground for the implementation of the other SDGs. Coordination of activities across a robust global architecture from HQ, to Regional Hubs and to UN Country Teams will allow a coherent approach to implementation and sharing of lessons learned within and between regions.

Partnerships

UNDP will coordinate internally, including between the Governance & Peacebuilding Cluster and other Clusters in BPPS, the Strategic Policy Unit, the SDG Action Campaign, and colleagues working on the New Deal Facility, INCAF and the International Dialogue) and complementing internal partnerships across UNDP between Bureaux: BPPS, BMS, RBx and BERA. At the country level, the G&P Cluster will work through Regional Bureaux and Regional Hubs to ensure effective partnerships with UN Country Teams.

Here, HQ will in particular be responsible for overall coordination of the project, and the development of strategies relevant for all regions. HQ will provide policy support upon request by the Regional Hubs or Country Offices. Overall advocacy and knowledge sharing at the global level will also be the responsibility of HQ. The development of methodologies for global indicators lies with the Oslo Governance Centre, drawing in expertise from countries.

Regional Hubs will play a key role in the implementation of the project, in close coordination with the Regional Bureaux, and will be responsible for policy support to the Country Offices within the regions drawing on their capacities and expertise, and will liaise with HQ for feedback, knowledge sharing and support requests.

Country Offices will be the main implementer at the national level and will draw in support by HQ and Hubs as appropriate and required.

In addition to the Global Focal Point (GFP) for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and other Crisis Situations with DPKO, UNODC, OHCHR, and UN Women, UNDP will strengthen partnerships with other UN entities such as DPA, ILO, PBSO, WHO, UNESCO and others. Relevant global initiatives are already underway – e.g. on youth empowerment, and on gender – and it will be crucial to seek collaboration and synergies to achieve the envisioned goals. The programme will also build on already existing links on cross-pillar working in the context of CEB/HLCP processes.

The Oslo Governance Centre will play an important role to engage stakeholders from different constituencies, including the Nordic Network of Member States. Many Member States have been highly engaged in the promotion of governance in the past and will play a role as champions in the way forward – some have provided funding for UNDP activity in this area, including support to illustrative work to pilot governance in the context of the SDGs from the UK and through Post-2015 funding from ROK, France, Germany, Italy, Japan and Norway.

Beyond the UN, the project will strengthen existing partnerships with the Open Government Partnership Initiative, the Effective Institutions Platform, the Transparency, Accountability and Partnerships Network, the Youth in Governance and Accountability Partnership, NGOs such as Transparency International, Saferworld, the World Federation of UN Associations, International IDEA, CMI, Global Integrity working for example on issues of effective, accountable and transparent institutions.

UNDP will also build on and expand existing coalitions and engage other UN and international actors working on issues related to Goal 16 implementation, measurement, monitoring and reporting such as the Praia Group on Governance Statistics and the Global Alliance for National Human Rights Institutions (GANHRI). Academic institutions, such as the Pittsburgh University and CIC/NYU, will be part of the collaborative work. On the regional level, Regional development Banks, the African Union and Regional Economic Commissions will be crucial. The media needs to be part of any advocacy work.

In its support to partnerships and collective action UNDP will also convene experts and other stakeholders under the umbrella of a Global Alliance and the Virtual Network for Governance Indicators comprising Member States, UN entities as well as the private sector, civil society, youth, academics and other experts.

Risks and Assumptions

- A lack of coordination with other Agenda 2030 mainstreaming and review processes can result in inefficiencies (financial and human resources) and possibly contradictory approaches. In order to address this, information about the initiative and evidence from the project will be made publicly available to inform all possible actors interested in contributing to Agenda 2030 implementation and review. Member States and other stakeholders actively participate in the project's activities and UNDP will invite actors of other processes to participate in various elements of the project. The project will work closely with RCs and Regional Commissions.
- Different actors are on different footings in terms of influence, voice and power – there is a risk that marginalised groups will be left behind if not expressly identified for specific project activities. Headway on peaceful, just and inclusive societies, will require adherence to relevant UN

partnership mechanisms, principles, etc. to ensure that marginalised groups have a voice in the lines of activities specifically proposed in the project.

- There is a risk that UNC teams' workload impedes the timely delivery of the planned results. A decentralised management of the resources by UNCT at the country level, the design of activities, acknowledgment of on-going processes and a clear communication of the project will minimise the risk.
- There is a risk that the initiative does not mobilise enough resources to cover its budget. This will be addressed by scaling-up the project by starting on a lower level with the opportunity to let it grow, a strong emphasis in outreach and partnership building the initiative with all stakeholders. Lower funds will reduce the number of countries the project will be able to support with the implementation of SDG16.
- Political circumstances in some countries or regions may impede the implementation of planned activities. To address this risk, funding will be granted to countries on the basis of existing partnership and/or projects (sign of demand and political commitment). UNDP will furthermore also use its existing situation analysis tools and methodologies to assess the institutional context of a requesting country and tailor its activities accordingly.
- There is also the risk that national institutions lack capacities to implement the project. By selecting national institutions based on prior experience and diversity this risk can be mitigated. Where needed, capacity assessments will be conducted prior to the implementation. Planned activities can also include capacity-building measures

Stakeholder Engagement

The activities in this project are built on a strong foundation of coalitions and multi-stakeholder engagement. UNDP is already a trusted partner working across sectors, with multiple stakeholders and important joint UN ventures, often on sensitive issues. UNDP has a lead role to play in bringing all coalitions and stakeholders together on Goal 16 to ensure that there are no gaps in the range of partnerships available on specific elements of delivery.

Implementing Goal 16 will be supported by advocacy campaigns and the convening of a broad supportive coalition of stakeholders – parliamentarians, national human rights institutions, youth organisations, women's organisations, indigenous peoples' organisations, and other civil society organizations, the private sector and networks. UNDP can facilitate such stakeholder engagement while taking into account national realities, capacities and levels of development, and respecting national policies, priorities and policy space. In particular Output 4 focuses explicitly on multi-stakeholder engagement.

UNDP also focuses on strengthening partnerships with, for and on youth. There are currently 1.8 billion young people in the world, whom in many countries represent the majority of the population (reaching 80% of the population in some African countries). UNDP has been and continues to be a lead actor in youth participation in the 2030 agenda in general and in Goal 16 in particular, seen as an enabler for youth inclusion in governance – young people are important stakeholders today, and will be the leaders in ensuring the Agenda's long-term sustainability. UNDP stresses the critical and transformative role of young women and men and is therefore enhancing its support to youth organisation and youth networks. This includes highlighting the importance of building their capacities to collect, analyse, and disseminate non-official data, and to contribute to accountability systems nationally and globally.

South-South and Triangular Cooperation (SSC/TrC)

In line with UNDP's new corporate strategy on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, this project will make use of policy advice

packages to enhance human capacities and leadership and prompt South-South and triangular knowledge exchanges. In the respect of mutual learning and support, especially regionally, it is planned to host an annual innovations forum for Goal 16 with a focus on south-south, south-north and triangular cooperation.

Knowledge

Numerous knowledge products will be developed and appropriately disseminated in the context of this project thereby consolidating UNDP's role as thought leader and influencer in the area of governance and peacebuilding and development. Major parts of the outputs focus on knowledge sharing and management. Depending on the context and needs various knowledge sharing tools will be used, such as knowledge networks, audio-visual products webinars, newsletters, brochures, events as well as social media tools.

UNDP will prepare a periodic report as "compilation of best-fit solutions on implementing Goal 16" to ensure lesson learning from innovation and successful delivery across the world and across sectors.

In that sense the project will also feed insights about the work in progress as well as the products and results back into the UNDP community, this will be done through regular blog posts, brown bags, Yammer contributions, and participation in corporate e-discussions.

The work on indicators and measurement on the global, regional and national level will produce databases and reports on specific aspects of Goal 16, publications will be used to share the narrative around the generated data.

Besides this, a dedicated "portal" for Goal 16 will facilitate the capture, analysis and dissemination of knowledge amongst different stakeholders and ensuring that learning in one context is available for other countries to consider and adapt if appropriate. This portal will be a space for all interested stakeholders to contribute substantially to the SDG 16 discussion.

Sustainability and Scaling Up

With regard to the sustainability of the project approach and results, emphasis will be placed on institutional learning, institutional capacity development, strengthening of national systems, networks, a strong and broad global network of practitioners, a solid and inclusive roster of experts, a detailed database, as well as interactive and dynamic tools to support policy and programming in this area, beyond this project. The project builds on existing positive experience on the country level, among others on the illustrative pilots work in five Member States²² and the SHaSA initiative with statistical offices and the AU.

Most of the outputs are designed to contribute to effective knowledge sharing and have huge potential for global scaling-up. It is intended to start working with "Goal 16 champions" and to use this experience to broaden the work with other stakeholders. The aspect on south-south cooperation also contributes in this respect. The project uses and feeds into existing networks and partnerships, which ensures that outcomes are transferred and used beyond the project framework. Furthermore, the project complements other existing thematic work streams on Goal 16, this contributes to mutual consolidation.

²² <http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/final-report-on-illustrative-work-to-pilot-governance-in-the-con.html>

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will work primarily at the country level, making the most of the capacity of UNCTs and other available resources to enable the delivery of maximum results. Decentralisation of governance functions to the BPPS Regional Hubs will assist with this process of ensuring efficiency and value for money. Development of the Portal for knowledge sharing, and a range of other electronic products will also limit cost.

Management of the project will take place in collaboration with the Technical Support Team in UNDP for coordination of SDG activities, and this will identify synergies with other projects in BPPS for sharing resources.

Opportunities will also be sought through the wider TST in the UN system under the auspices of DESA and UNDP – strong links already exist with other parts of the UN system, including agencies funds and programmes, and Secretariat entities such as the UN Statistics Division. As experience with implementing Goal 16 increases, and with evidence generated through the proposed evaluations, further detail on cost-saving approaches will become available over time. Adjustments will be made to project implementation on the basis of the evidence generated.

Project Management

Goal 16 management and support team will be located in BPPS Governance and Peacebuilding Cluster in New York, USA, with activities at all levels. Detailed governance arrangements are outlined in section VIII.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the Global Programme Results and Resource Framework:

Primary outcome:

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Outcome indicators as stated in the Global Results and Resources Framework, including baseline and targets:

SP Outcome 7 – Indicator 3: Number of countries integrating and adapting the post 2015 / 2030 Agenda and sustainable development goals into national development plans and budgets.

Applicable Output(s) from the UNDP Strategic Plan (direct impacts only, indirect impacts not listed):

Priority Outputs:

SP Output 7.2 – Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals

SP Output 7.3 – National development plans to address poverty and inequality are sustainable and risk resilient.

SP Output 7.6 – Innovations enabled for development solutions, partnerships and other collaborative arrangements.

SP Output 7.7 – Mechanisms in place to generate and share knowledge about development solutions.

Secondary Outputs²³:

SP Output 2.1 – Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

SP Output 2.2 – Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders

SP Output 2.3 – Capacities of Human Rights Institutions Strengthened

SP Output 2.4 – Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development

SP Output 3.2 – Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

SP Output 3.5 – Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence

SP Transitional Output 3.6. – Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals

SP Output 4.4 – Measures in place to increase women's participation in decision making.

SP Output 5.6 – Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes

SP Output 7.5 – South-South and Triangular cooperation partnerships established and/or strengthened for development solutions.

²³ For completeness and information, because of the impact of the cross-sectoral work on the thematic areas; SP Outputs 7.2., 7.3., 7.6. and 7.7. are directly linked to the project outputs

Project title and Atlas Project Number: "Making progress on the SDGs by Building Peaceful, Just and Inclusive Societies" (2017-2021).												
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year ²⁴ 1	Year 2	Year 3	Year 4	Year 5	Final		
Output 1 Goal 16 integrated into national and sub-national systems and processes	<p>1.1. Number of countries where analytical tools are systematically used in participatory mechanisms</p> <p>1.2 Number of countries that have established functioning participatory planning mechanisms with other stakeholders, including civil society (representative of women, youth and other groups).</p>	UNDP	0	2016	2	3	5	5	5	5	20	Internal reporting/SDG country reports
Output 2 Inclusive mechanisms for monitoring, reporting and accountability for Goal 16 at the national level are in place	<p>2.1. Number of NSOs with established national indicator frameworks for SDG16, that include disaggregation (sex, age etc.) of data</p> <p>2.2 Number of countries that are producing governance statistics in accordance with the "Praia guidance and methods" for Tier III indicators</p>	UNDP	0	2016	2	5	5	5	5	5	22	Internal reporting
Output 3 Knowledge is generated and disseminated on implementation and progress of Goal 16	<p>3.1. Number of integrated knowledge/support packages generated (disaggregated by type of support)</p> <p>3.2. Number of national and local level experiences shared on SDG16 portal (lessons learned and good practice examples, including on gender equality with regard to SDG16 targets) which facilitate knowledge exchange</p>	UNDP	0	2016	2	4	4	5	5	5	20	Internal reporting
Output 4 Collaborative Multi-Stakeholder Partnerships and interlinkages in support of achieving targets of Goal 16 at the global, regional, national and sub-national level are established	<p>4.1. Number of Global annual forums (Global Alliance and others), disaggregated by stakeholder group</p> <p>4.2. Number of strategic cross-sectoral/ initiatives that support interlinkages between SDG16 and other parts of the 2030 Agenda established and operative (including also a focus on linkages between Goals 5 & 16)</p>	UNDP	0	2016	2	2	2	2	2	2	10	Internal reporting

²⁴ Number are listed per annum and are not cumulative

MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: *monitoring and evaluation plans should be adapted to project context, as needed*]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Annually, and at the end of the project (final report)			

	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.					
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency at least (i.e., annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.			

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	Participating Member States Country Teams Civil Society entities.	7.6.		June 2018	Member States Civil Society Beneficiaries	tbd
Final Evaluation	Participating Member States Country Teams Civil Society entities.	7.6		June 2020	Member States Civil Society Beneficiaries	tbd

VI. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)						RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5	Budget Description			Amount (USD)	
Output 1 Goal 16 integrated into national and sub-national systems and processes	1.1. Develop and provide tools that will enable policy makers and planning officials to assess the context for Goal 16	100K	200K	200K	200K	100K	UNCOs under the leadership and coordination of RCs G&P cluster	UNDP staff Research Consultants Workshops/trainings Travel	800K		
	1.2. Support capacity development of key institutions to address implementation and accountability of Goal 16 at national and sub-national level	500K	2M	2M	3M	500K	UNCO's under the leadership and coordination of RCs G&P cluster	UNDP staff Grants Research Consultants Workshops/ trainings Travel Communications Publications	8M		
	MONITORING		50K	50K	50K	50K	UNDP G&P CoP	Lessons learned review, surveys, reports, consultants	200K		
Sub-Total for Output										USD 9 Million	

Output 2 Inclusive mechanisms for monitoring, reporting and accountability for Goal 16 at the national level are in place	2.1 Strengthen capacities for measuring Goal 16 targeting official institutions and non-state actors, for the production of data for all targets of Goal 16	700K	700K	2M	3M	3.4M	UNCO's under the leadership and coordination of RCs G&P cluster, including OGC UNDESA, RECs and UNDP guidance for national reporting on SDGs	UNDP staff Grants Research Consultants Workshops/trainings Travel Communications Publications	9.8M
	2.2 Facilitate the Praia Group on Governance Statistics and maintain a Virtual Network of experts on measurements of Goal 16	150K	200K	200K	200K	110K	UNCO's under the leadership and coordination of RCs G&P cluster, including OGC		860K
	MONITORING		50K	50K	50K	50K	UNDP G&P CoP	Lessons learned review, surveys, reports, consultants	200K
Sub-Total for Output 2									
Output 3 Knowledge is generated and disseminated on implementation and progress of Goal 16	3.1. Establish technical assistance packages for Member States to develop national monitoring, reporting and accountability systems for each of Goal 16 targets	500K	550K	1M	550K	200K	UNCOs under the leadership and coordination of RCs G&P cluster Collaboration with SPU, in particular SDG Campaign	UNDP staff Grants Research Consultants Workshops/trainings Travel Communications Publications	2.8M
	Sub-Total for Output 3								
USD 10.86 Million									

	3.2. Develop and maintain a global "portal" for country-level policy support on demand across all Goal 16 targets and maintain other knowledge products and communication products	250K	300K	150K	150K	150K	OGC G&P cluster With the support of UNCT's under the leadership and coordination of RCs Collaboration with SPU, in particular SDG Campaign	UNDP staff Grants Research Consultants Workshops/trainings Travel Communications Publications	1.1M
	MONITORING	30K	30K	30K	30K	30K	UNDP G&P CoP	Lessons learned review, surveys, reports, consultants	120K
Sub-Total for Output 3 USD									
Output 4 Collaborative Multi-Stakeholder Partnerships and interlinkages in support of achieving targets of Goal 16 at the global, regional, national and sub-national level are in place	4.1. Support a global alliance of government, civil society including women's networks and the private sector for reporting progress towards Goal 16	1M	1.3M	1.5M	1.5M	1.25M	UNCOs under the leadership and coordination of RCs G&P cluster	UNDP staff Grants Research Consultants Meetings Conferences Travel Communications Publications	4.02 Million 6.55M
	4.2. Maximising existing partnerships and interlinkages for delivery on Peace, Justice and Effective Institutions	600K	800M	1M	1M	1M	UNCOs under the leadership and coordination of RCs G&P cluster	UNDP staff Grants Research Consultants Meetings Conferences Travel Communications Publications	4.4M

	4.3 support representative participation of member states in humanitarian disarmament and arms regulatory frameworks, including capacity building for inclusive participatory processes	1M	1M	300K	tbd	tbd	UNDP G&P Cluster	UNDP staff Grants Research Consultants Meetings Conferences Travel Communications Publications	2.3M
	MONITORING		50K	50K	50K	50K	UNDP G&P CoP	Lessons learned review, surveys, reports, consultants	200K
	Sub-Total for Output 4								
	USD 13.45 Million								
Evaluation (as relevant)	EVALUATION								
General Management Support									2.98 Million
TOTAL									USD 40.31 Million

* Expenditures will be prioritized in accordance with the decisions of the project board.

Prioritization will be given to activities that contribute to the fulfilment of existing (global) commitments, such as the measurement of global indicators and the support to the Praia Group on Governance Statistics.

Also, sequencing of activities will be relevant for prioritization, mainstreaming activities will be prioritized before knowledge sharing activities. Activities which are likely to attract other funding recourses, in particular from the private sector, will be given less priority.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by BPPS, Governance and Peacebuilding Cluster, through the UNDP Direct Implementation Modality [DIM], therefore UNDP rules and regulations will be followed during the project implementation process. Delegation of authority comes from the UNDP Administrator to the Director of BPPS for the overall responsibility for resources, contents and outcomes, and further delegation of authority to the GPC Director/Chief of Profession. Different partners will be invited to support the implementation of outputs.

UNDP's engagement at national and regional levels will demand close liaison with Regional Bureaux, to ensure the quality and timeliness of implementation at the country level and reporting on the results achieved. Regular updates on project activities will be provided to the Governance and Peacebuilding Cluster.

UNDP will be the executing entity and administrative authority for the Global SDG16 Project. UNDP will be solely accountable to the donors for the project.

The Project Board will be co-chaired by the Chief of Profession/Director of the BPPS Governance and Peacebuilding Cluster and the Chief of the Strategic Policy Unit (who is also the chair of the Board of the MAPS project), and composed of project beneficiaries (Country Offices and Regional Bureaux) and senior suppliers (main donors). Civil Society Organizations will also benefit from the project.

The main role of the Board is to provide guidance and direction for the implementation of the project. Project implementation will be anchored in the Governance and Peacebuilding Cluster in UNDP's Bureau for Policy and Programme Support, and will draw on all technical resources available in BPPS HQ and Regional Hubs as well as in the country offices. Implementation will be done under the overall oversight of the co-chairs of the Board, the BPPS Chief of Profession/Director for Governance and Peacebuilding. Quality Assurance will be the responsibility of the Lead Advisor for the 2030 Agenda (who also co-oversees the MAPS process for UNDP).

Policy, programming, and knowledge management support will be delivered by the Global SDG16 team located in the Governance and Peacebuilding Cluster. The Global SDG16 team will also liaise on country-level support with the regional specialists in the Regional Service Centres/Hubs. Country support will be delivered by the HQ team in close coordination with the respective Regional Bureaux and/or Hubs of UNDP: the Regional Bureau for Africa, the Regional Bureau for Asia and the Pacific, the Regional Bureau for Arab States, the Regional Bureau for Europe and CIS and the Regional Bureau of Latin America and the Caribbean, the Bureau for External Relations and Advocacy the Global Policy Centres (in particular the Global Policy Centre on Public Service Excellence in Singapore and the Oslo Governance Centre).

The Chief of Profession, Governance and Peacebuilding, BPPS will ultimately be accountable for the results of the project and will designate a senior advisor responsible for day-to-day management and decision-making. The Governance and Peacebuilding Chief of Profession will ensure compliance with the required standards of quality and within the specified limits of time and cost, and liaising with other relevant projects and initiatives, in particular the thematic work streams of the cluster and the MAPS process including with the Technical Support Team in UNDP for coordination of SDG activities. The Global SDG16 Project will also rely on experienced international consultants as part of the support team as needed.

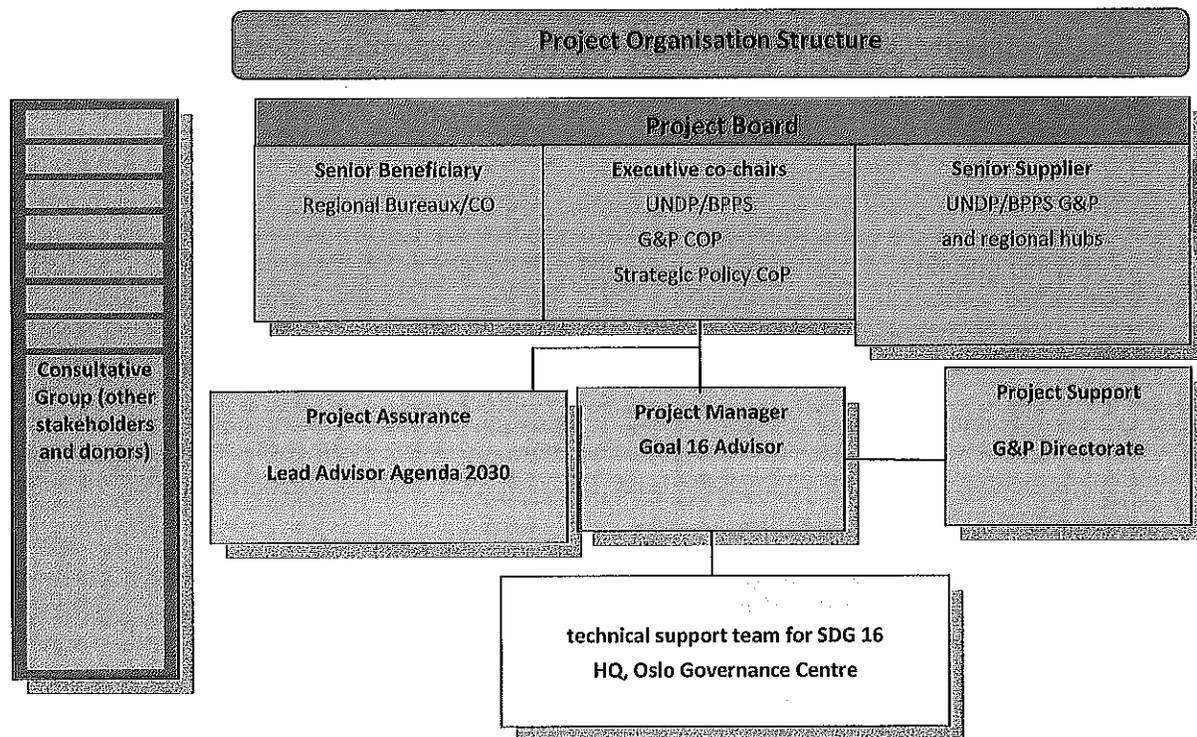
UNDP will ensure diligent preparation and coordination of the Project Board and have regular technical team meetings and will establish and manage a Consultative Group of donors and other stakeholders, including civil society, to ensure the effective representation of different interests during implementation. The GP cluster team in HQ will be responsible for drafting the work plans, budgets and reports related to the project. The designated senior advisor will coordinate, manage and monitor all activities, including the ones contracted to responsible party under the project. He/she will manage project resources as per UN/UNDP rules and regulations and be responsible

for mobilising additional resources to the project. Lessons learned will be discussed and shared, through examining what the project management team and their close stakeholders learned during project implementation, and aggregate the learnings to be of use for the next steps.

Project Assurance: Lead Advisor Agenda 2030, Strategic Policy Unit, Bureau of Policy and Programme Support

Role description:

1. Carry out objective and independent programme oversight and monitoring functions
2. Attend Programme Executive Board meetings and reviews
3. Supplier assurance carried out by spot-check/audit of deliverables and outputs
4. Review products/deliverables via quality reviews



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral

part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

Annex 1: Project Quality Assurance Report (see separate document)

Annex 2: Social and Environmental Screening

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

Part B. Identifying and Managing Social and Environmental Risks

Part C. Social and Environmental Risk Screening Checklist

Annex 3: Risk Analysis

Annex 4: Project Board Terms of Reference and TORs of key management positions

Annex 5: Terms of Reference for Global “Advancing the SDGs by Building Peaceful, Just and Inclusive Societies” Project Management Team

Annex 1: Project Quality Assurance Report (see separate document)

Annex 2: Social and Environmental Screening

Project Information

<i>Project Information</i>	
1. Project Title	Making progress on the SDGs by Building Peaceful, Just and Inclusive Societies
2. Project Number	Tbd
3. Location (Global/Region/Country)	Global, UNDP New York

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The purpose of this project is to facilitate the implementation of peaceful, just and inclusive societies of the 2030 Agenda for sustainable development. This agenda seeks to support the realization of 17 SDGs and protect human rights for all. The new Agenda is guided by the purposes and principles of the Charter of the United Nations, including full respect for international law. It is grounded in the Universal Declaration of Human Rights, international human rights treaties, the Millennium Declaration and the 2005 World Summit Outcome Document. It is informed by other instruments such as the Declaration on the Right to Development. This project aims to further human rights principles of participation and non-discrimination, including ensuring leaving no one behind and promoting inclusion of marginalized groups in decision making processes as part of the process as well as outcome of achieving Goal 16.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The 2030 Agenda seeks to achieve gender equality and women's empowerment. Goal 16 is closely interlinked to SDG5 as the dedicated goal on gender equality, entitled "achieve gender equality and empower all women and girls" and calls for the systematic mainstreaming of a gender perspective. The implementation strategies of this agenda will therefore include plans to improve gender equality and women's empowerment. Aimed outputs on participation refer directly to gender equality as much as also data collection and reporting will sensitively work with disaggregated data.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The 2030 Agenda is an agenda on sustainable development whose primary purpose is to achieve sustainable development in its three dimensions (environmental, social and economic). Several goals are directly addressing environmental sustainability (goal 14 and goal 15). The implementation of the agenda will include strategies on environmental sustainability. Without effective, accountable and inclusive institutions, and participatory decision-making, progress on environmental sustainability will not be possible. Similarly, without a reduction in violence, it will not be possible to make progress on environmental sustainability, and any gains risk being undone unless peace is truly sustainable.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?
Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.

QUESTION 3: What is the level of significance of the potential social and environmental risks?
Note: Respond to Questions 4 and 5 below before proceeding to Question 6

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
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No risks have been identified

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)	Comments
Low Risk <input checked="" type="checkbox"/>	
Moderate Risk <input type="checkbox"/>	
High Risk <input type="checkbox"/>	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply		Comments
<i>Principle 1: Human Rights</i>	x	The project aims in itself to enhance human rights, to increase participation and inclusiveness by supporting the implementation of SDG16. The project itself and all activities are targeted to mitigate any negative impact on human rights. Because the concrete activities at country level are not yet defined, we cannot assess potential risks individually.
<i>Principle 2: Gender Equality and Women's Empowerment</i>	x	The project aims in itself to enhance gender equality and participation by supporting the implementation of SDG16. The project itself and all activities are targeted to mitigate any negative impact on gender equality. Because the concrete activities at country level are not yet defined, we cannot assess potential risks individually.
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>	x	The project aims in itself to enhance capacity for climate adaptation and mitigation by supporting the implementation of SDG16 and building effective, accountable and inclusive institutions. The project itself and all activities are targeted to mitigate any negative impact on climate or the environment. Because the concrete activities at country level are not yet defined, we cannot assess potential risks individually.
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	

	<p>5. Displacement and Resettlement</p> <p>6. Indigenous Peoples</p>	<p><input type="checkbox"/></p> <p style="text-align: center;">x</p>	<p>The project aims in itself to enhance human rights and equality, to increase participation and inclusiveness by supporting the implementation of SDG16. The project itself and all activities are targeted to mitigate any negative impact on indigenous peoples. Because the concrete activities at country level are not yet defined, we cannot assess potential the risks individually.</p>
	<p>7. Pollution Prevention and Resource Efficiency</p>	<p style="text-align: center;">X</p>	<p>The project will take a Progressive Change Approach. Guiding principles for stakeholder engagement are as follows:</p> <ul style="list-style-type: none"> • A gradual introduction of sustainability requirements to avoid unwanted loss of supplier engagement • Equal opportunities to all suppliers through proactive and open collaboration • Setting initial goals that are attainable for suppliers (to be gradually increased) • Assisting suppliers in capacity-building

Part C. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	n/a
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N/A
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		

²⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No

²⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	
<p>Standard 3: Community Health, Safety and Working Conditions</p>	
<p>3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?</p>	<p>No</p>
<p>3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?</p>	<p>No</p>
<p>3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?</p>	<p>No</p>
<p>3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)</p>	<p>No</p>
<p>3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?</p>	<p>No</p>
<p>3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?</p>	<p>No</p>
<p>3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?</p>	<p>No</p>
<p>3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?</p>	<p>No</p>
<p>3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?</p>	<p>No</p>
<p>Standard 4: Cultural Heritage</p>	
<p>4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)</p>	<p>No</p>
<p>4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?</p>	<p>No</p>
<p>Standard 5: Displacement and Resettlement</p>	
<p>5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?</p>	<p>No</p>

5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N/A
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

²⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No
7.4	<p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p>	No
7.5	<p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p>	No

Annex 3: Risk Analysis

Project Title: Making progress on the SDGs by Building Peaceful, Just and Inclusive Societies (2016-2020)	Award ID: tbd	Date:
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#	Description	Date Identified	Type	Impact & Probability	Counter-measures / response	Mngt	Owner	Submitted, updated by	Last Update	Status
1	The initiative does not mobilise enough resources to cover its budget	May 2016	Financial	P = 2; I = 4	The project design includes a scaling-up component directly related to the availability of funds UNDP allocates core resources to the initiative in order to mobilise additional resources Strong emphasis in outreach and partnerships building on the initiative with all stakeholders Eventually the number of supported countries may need to be reduced.		BPPS G&P			
2	Lack of coordination with other Agenda 2030 mainstreaming, implementing and review processes	May 2016	Strategic	Parallel tracks will result in inefficiencies (financial and human resources) and possibly contradictory approaches P = 3 I = 5	Information about the initiative & evidence from the project will be made publicly available in order to inform all possible actors interested in contributing to Agenda 2030 implementation and review Member States and other stakeholders actively participate in the project's activities Invite actors of other processes to participate in various elements of the project The project will work closely with Regional UNDG Directors and Regional Commissions.		BPPS G&P			

3	UNCT teams' workload impede the timely delivery of the planned results	May 2016	Organisational	P = 2 I = 3	Decentralised management of the resources by UNCT at the country level The design of activities acknowledge on-going processes Clear communication of the project as the corporate UN process for national stakeholders to implement the Agenda 2030 agenda The project-design includes incentives for all stakeholders	BPPS G&P			
4	Political circumstances in some countries or regions make it difficult or impossible to implement planned activities.	May 2016	Political	I = 5 P = 3	This is a risk to all UN and UNDP assistance at country level. Funding will be granted to countries on the basis of existing partnership and/or projects (sign of demand and political commitment). UNDP will also use its existing situation analysis tools and methodologies to assess the political economy of a requesting country and tailor its activities accordingly as a way of minimizing this risk.	BPPS G&P			
5	National institutions lacking capacities to implement the project	May 2016	Organisational	P = 2; I = 4	National institutions will be selected based on prior experience and diversity where needed capacity assessments will be conducted Planned activities include capacity building measures	BPPS G&P			

Annex 4: Project Board Terms of Reference and TORs of key management positions

The Project Board will oversee the implementation of this Global Programme, and will be comprised of both UNDP BPPS GP and other BPPS COPs, BERA, DOCO, Regional Bureaux. This Project Board will determine annual work plans and will establish responsibility lines for implementation across UNDP.

The Project Board will be composed as follows:

Co-chairs: Director Chief of Profession Governance and Peacebuilding and Strategic Policy Unit/Bureau of Policy and Programme Support, United Nations Development Programme

Role description:

- 1. Overall direction and guidance for the programme*
- 2. Chair Programme Executive Board meetings and reviews*
- 3. Set management stage tolerances*
- 4. Review delivery of programme results and objectives*
- 5. Recommend corrective action when required*

Senior Supplier: Governance Cluster (including the Regional Hubs in Addis Ababa, Amman, Bangkok, Istanbul, and Panama)

Role description:

- 1. Ownership of the programme from a supplier viewpoint*
- 2. Attend Programme Executive Board meetings and reviews*
- 3. Prioritize programme issues*
- 4. Review exception reports and exception plans*
- 5. Recommend corrective action when required*

Senior User/Beneficiary: UNDP Regional Hubs (Africa, Arab States, Asia and the Pacific, Europe and the Commonwealth of Independent States, Latin American and the Caribbean) / Regional Bureaux.

Role description:

- 1. Ownership of the programme from a user/stakeholder viewpoint*
- 2. Attend Programme Executive Board meetings and reviews*
- 3. Review exception reports and exception plans*
- 4. Recommend corrective action when required*

No.	Level/Duty Station/Modality	Post/IC title
1	P5/New York	Adviser
2	P3/New York	Project Specialist
3	G6/New York	Project Management Support
4	G6/Geneva	Project Management Support, covered by bilateral funds

Annex 5: Terms of Reference for Global “Advancing the SDGs by Building Peaceful, Just and Inclusive Societies” Project Management Team

Job Title:	Policy Adviser
Brand:	UNDP
Post Type and Level:	P-5
Duty Station:	New York, UNITED STATES OF AMERICA
Background:	
<p>The Bureau for Policy and Programme Support (BPPS) has the responsibility for developing all relevant policy and guidance to support the results of UNDP’s Strategic Plan. BPPS’s staff provides technical advice to Country Offices; advocates for UNDP corporate messages, represents UNDP at multi-stakeholder fora including public-private dialogues, government and civil society dialogues, South-South and Triangular cooperation initiatives, and engages in UN inter-agency coordination in specific thematic areas. BPPS works closely with UNDP’s Crisis Response Unit (CRU) to support emergency and crisis response. BPPS ensures that issues of risk are fully integrated into UNDP’s development programmes. BPPS assists UNDP and partners to achieve higher quality development results through an integrated approach that links results based management and performance monitoring with more effective and new ways of working. BPPS supports UNDP and partners to be more innovative, knowledge and data driven including in its programme support efforts.</p>	
Description of Responsibilities:	
<p>Policy Formulation and Development:</p> <ul style="list-style-type: none"> • Lead and coordinate UNDP’s global project “Advancing the SDGs by Building Peaceful, Just and Inclusive Societies” (Goal 16). The Project Manager will guide project implementation in the 4 areas of the project: mainstreaming of Goal 16, support measurement and reporting on Goal 16, enhance knowledge and foster collaborative multi-stakeholder partnerships, in close collaboration with BPPS Governance and Peacebuilding Cluster and the strategic policy team on SDG issues; • Design country support interventions for different contexts based on the global Goal 16 policy offer, in collaboration with GP policy teams in UNDP HQ and the Regional Hubs bringing in perspectives and knowledge from Country Offices and the regions, and as appropriate, UN missions and other UN entities; • Coordinate and commission new knowledge products and lessons learned on Goal 16 support based on country experience, including through working with the Global Policy Centres; and • Guide quality assurance <i>and foster policy innovation in the specific CGF areas to enhance programme delivery.</i> <p>Policy Advice/ Programme Support Delivery:</p> <ul style="list-style-type: none"> • Provide guidance and input to teams in Regional Hubs in their provision of Goal 16 policy advisory services to country offices, helping them to ensure relevance of the services provided to the country and regional context while ensuring fulfilment of UNDP’s country and regional level commitments in the area of implementing, measurement and reporting on SDG 16 in crisis and post-conflict contexts. • In collaboration with the BPPS teams the Regional Hubs, deliver technical policy advice and programme support which responds to country office needs, including through the provision of capacity building and backstopping; and • Guide the team in using integrated multi-disciplinary approaches, including through Development Solutions Teams (DSTs), to meet policy and programming needs in line with corporate guidance and standards; and <p>Overall Management and Resource Mobilization:</p> <ul style="list-style-type: none"> • Set the direction for the team, including roles and responsibilities, accountability and reporting; • Lead and manage staff in the team in the formulation and implementation of the substantive work plan of the team and oversee staff accountability; • Encourage the team to critically assess itself against emerging trends and thinking in the profession; 	

- Establish and maintain an enabling environment for harmonious working relationships and team-building, by promoting consistent and constructive communication, open information sharing, and coordination among all staff;
- Ensure that the work of the team is conducted in accordance with relevant business processes and that high-quality outputs are delivered on time; and
- In collaboration with BERA and in coordination with the Chief of Profession, lead resource mobilization to support the delivery of UNDP results.

Partnerships, Representation and Advocacy:

Lead the team to:

- Mobilize, foster and strengthen strategic partnerships with UN entities and other relevant bodies (e.g. UNODC, OHCHR, World Bank, DESA, UN Women, DPKO; DPA; etc.) and provide substantive inputs to those partnerships in support of UNDP initiatives;
- Support UNDP's interagency coordination and engagement on SDG16 and in other fora to advance UNDP's strategic agenda in this area;
- Advocate policy and positioning of this thematic area in various fora, including academia, private sector and civil society.

Knowledge Management:

- Guide and coordinate cross-regional exchange of knowledge by collaborating with policy teams in Regional Hubs to research, develop and share knowledge-based tools and guidance to help influence/advance policy dialogue in the thematic area and present such material at various fora;
- Oversee the knowledge extraction, analysis, documentation, codification of results/lessons learned in the specific thematic area, ensuring that knowledge sharing and content management is in line with guidelines and performed using corporate tools.

Competencies :

Core Competencies:

Innovation

- Ability to make new and useful ideas work.

Leadership

- Ability to persuade others to follow.

People Management

- Ability to improve performance and satisfaction.

Communication

- Ability to listen, adapt, persuade and transform.

Delivery

- Ability to get things done.

Technical/Functional:

Primary:

Governance and Peacebuilding

- Ability to provide policy advice on SDG 16 and translate corporate strategy on governance and peacebuilding into substantive expertise for application to strategic and/or practical situations.

2030 Agenda for Sustainable Development

- Knowledge of 2030 Agenda for Sustainable Development and related processes, including on measurement and ability to apply to strategic and/or practical situations.

Representation

- Ability to productively share UNDP knowledge and activities (at UN and other venues).

Resource Mobilization

- Ability to identify and organize programmes and projects to implement solutions and generate resources.

Partnerships

- Ability to engage with other agencies and forge productive working relationships.

Secondary:

<p>Trends and emerging areas analytics</p> <ul style="list-style-type: none"> • Ability to scan the horizon and identify approaches and initiatives to bring into policy and programme design. <p>Advocacy</p> <ul style="list-style-type: none"> • Ability to advocate a point of view and influence others. <p>Knowledge Management</p> <ul style="list-style-type: none"> • Ability to efficiently handle and share information and knowledge.
Qualifications:
<p>Education:</p> <ul style="list-style-type: none"> • Advanced university degree (Master’s or equivalent) in economics, business administration, law, social sciences or related disciplines. <p>Experience:</p> <ul style="list-style-type: none"> • 10 years of professional work experience leading teams, providing policy advice and pioneering approaches in the general area of Governance and Peacebuilding in different development contexts. • Experience working in developing country settings and crisis contexts is required. <p>Language Requirements:</p> <ul style="list-style-type: none"> • Fluency in English, both written and oral; • Working knowledge of another UN language is desirable.

Job Title :	Policy Specialist
Brand:	UNDP
Post Type and Level:	P-3
Languages Required:	English
Background:	
<p>Job Purpose and Organizational Context</p> <p>The Bureau for Policy and Programme Support (BPPS) has the responsibility for developing all relevant policy and guidance to support the results of UNDP’s Strategic Plan. BPPS’s staff provides technical advice to Country Offices; advocates for UNDP corporate messages, represents UNDP at multi-stakeholder fora including public-private dialogues, government and civil society dialogues, South-South and Triangular cooperation initiatives, and engages in UN inter-agency coordination in specific thematic areas. BPPS works closely with UNDP’s Crisis Response Unit (CRU) to support emergency and crisis response. BPPS ensures that issues of risk are fully integrated into UNDP’s development programmes. BPPS assists UNDP and partners to achieve higher quality development results through an integrated approach that links results based management and performance monitoring with more effective and new ways of working. BPPS supports UNDP and partners to be more innovative, knowledge and data driven including in its programme support efforts.</p> <p>The Policy Specialist on “Advancing the SDGs by Building Peaceful, Just and Inclusive Societies” (Goal 16) based in HQ is responsible for conducting research and analysis to support of the team’s efforts to provide policy and programme advisory, advocacy, relationship building, and knowledge to the thematic area of Governance and Peacebuilding and the 2030 Agenda for Sustainable Development within the Bureau and UNDP as a whole. S/he collaborates with teams across UNDP’s Regional Hubs, Country Offices and Global Policy Centres, to support the provision of quality policy services and advance UNDP’s credibility in the thematic area. S/he is responsible for performing and contributing to the following:</p> <ul style="list-style-type: none"> • Policy Research and Development • Policy Advice/ Programme and Project Delivery Support • Policy Positioning and Representation 	

- Partnerships and Resource Mobilization
- Knowledge Management

Description of Responsibilities:

Policy Research and Development:

- Contribute to development of guidance in the specific thematic area, and related tools for the implementation of global policy standards, including coordinating testing and rolling out of tools and methodologies;
- Conduct analysis of data, case evidence and research findings to distil relevant lessons in support of policy and strategy development;
- Take part in the process of analysing, improving and adapting policies for different contexts on key emerging policy agendas based on policy initiatives designed;
- Conduct data analysis and research to identify potential new research areas for commissioning including through the Global Policy Centres and focusing on demands and gaps at the country level;
- Provide context input to support the quality assurance of policy services and foster policy innovation in the specific thematic area to enhance programme delivery.

Policy Advice/ Programme and Project Delivery Support:

- Support the policy teams in the Regional Hubs in preparing initial drafts of technical advice that responds to country office needs, including through the provision of capacity building and backstopping;
- Prepare material as requested by supervisor to support the application of integrated multi-disciplinary approaches, including through Development Solutions Teams (DSTs), to meet policy and programming needs in line with corporate guidance and standards;
- Provide support to roll out and application of governance assessment tools across country typologies

Policy Positioning and Representation:

- Conduct research and analysis and draft materials to support mobilizing, fostering and strengthening strategic partnerships with UN entities and other relevant bodies;
- Draft and aid the development of briefings and speeches, as applicable;
- Prepare materials to aid in advocating the importance of the thematic area in various fora, including academia and civil society, with a view to deepen related political commitment and related reforms; and
- Support team's engagement in UN interagency coordination in relevant policy areas by providing research insight in specific thematic area.

Partnerships and Resource Mobilization:

- Undertake research to support Team Leader in partnership building and resource mobilization, developing first drafts of papers and marketing materials, and participating in relevant external meetings, in line with the Bureau's partnership and resource mobilization strategy;
- Perform analysis and research to support the implementation of partnership strategies with UN and external partner institutions, including governments, private sector, academia, NGOs, and CSOs; and
- Participate in relevant external meetings, including resource mobilization, partnership and advocacy activities with UN partners, permanent missions, and external stakeholders.

Knowledge Management:

- Keep an up-to-date library of knowledge related to the thematic area, whether at the global, cross-regional or region-specific level to and proactively share documents with team members and respond to their specific requests for information; and
- Contribute to the development and review of knowledge products in close coordination with HQ and Regional Hub teams by analysing and sharing lessons learnt and programme evaluation results.

Competencies:

Core:

Innovation:

- Ability to make new and useful ideas work.

Leadership:

- Ability to persuade others to follow.

People Management:

- Ability to improve performance and satisfaction.

Communication:

- Ability to listen, adapt, persuade and transform.

Delivery:

- Ability to get things done.

Technical/Functional:**Primary:****Governance and Peacebuilding**

- Ability to provide policy advice on SDG 16 and translate corporate strategy on governance and peacebuilding into substantive expertise for application to strategic and/or practical situations.

2030 Agenda for Sustainable Development

- Knowledge of 2030 Agenda for Sustainable Development and related processes, including on measurement and ability to apply to strategic and/or practical situations.

Research

- Knowledge of various programme information for research to provide recommendation and guidance to management

Partnerships:

- Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships.

Knowledge Management:

- Ability to capture, develop, share and effectively use information and knowledge.

Secondary:**Recovery Policy and Planning:**

- Ability to establish mechanisms, processes, resources in readiness to disaster/crisis response.

Project and Programme Management

- Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals

Report and Brief Writing

- Ability to prepare quality reports and briefs

Qualifications :**Education:**

- Advanced university degree (Master's or equivalent) in development economics, political science, social sciences or related disciplines.

Experience:

- 5 years of professional work experience providing policy advice and programme support in the general area of Governance and Peacebuilding in different development contexts
- Experience working in developing country settings is required and experience in crisis contexts is an asset.

Languages:

- Fluency in English, both written and oral;
- Working knowledge of another UN language is an asset.