



GOAL 16 ADVOCACY TOOLKIT

A practical guide for stakeholders for
national-level advocacy around Peaceful,
Just and Inclusive Societies



Transparency, Accountability &
Participation for 2030 Agenda

About the TAP Network

The Transparency, Accountability & Participation (TAP) Network is a broad network of civil society organisations (CSOs) that works to ensure that open, inclusive, accountable, effective governance and peaceful societies are at the heart of the 2030 Agenda for Sustainable Development, and that civil society are recognized and mobilized as indispensable partners in the design, implementation of and accountability for sustainable development policies, at all levels.

The TAP Network engages some of the foremost expert organisations on the issues around Goal 16 of the Sustainable Development Goals (SDGs): 'to promote peaceful, inclusive societies for sustainable development, to provide access to justice for all and to build effective, accountable and inclusive institutions at all levels'. TAP benefits from the invaluable expertise, experiences and unique perspectives of its members, all of whom come together to collaborate under the TAP Network umbrella. This work is underpinned by recognition that we maximize reach and influence when many stakeholders speak with a unified voice.

The TAP Network's Vision

TAP's vision for the 2030 Agenda is framed by notions of rule-of-law and the TAP principles of transparency, accountability and citizen participation, as well as respect for human rights. Effective governance and sustained peace in a Post-2015 world require transparent, participatory and inclusive institutions that are accountable to the very people that the 2030 Agenda has committed to engage.

The TAP Network is united in the belief that open, inclusive, accountable and effective governance and peaceful societies are both outcomes and enablers of sustainable and equitable development. The 2030 Agenda must promote openness, accountability and effective public institutions, build trust between states and their citizens, lay the foundation for peaceful and just societies and empower civil society to engage in the design, implementation and accountability of public policies at all levels.

TAP's work also reflects the will and impetus of the millions of citizens from around the world who voted for 'an honest and responsive government' as one of their top priorities in the MY World survey—a theme echoed in consultations around the world throughout the 2030 Agenda negotiation process.

For more information on the TAP Network, visit our website at www.tapnetwork2030.org.

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Special Message from UN Secretary-General Ban Ki-moon

As the clock ticked over to 1 January 2016, a new chapter in global development began, with the official commencement of implementation of the 2030 Agenda for Sustainable Development. The 2030 Agenda—supported by 17 Sustainable Development Goals (SDGs)—represents a landmark commitment by all Governments to work individually and collectively for prosperity, justice and peace for their citizens.

The 2030 Agenda explicitly recognizes that peaceful and inclusive societies are both outcomes and enablers of sustainable development. Sustainable Development Goal 16 commits governments to providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

As Governments now look to implement the SDGs, I am pleased to welcome the Goal 16 Advocacy Toolkit of the Transparency, Accountability and Participation Network. This Toolkit recognizes the importance of civil society working with Governments to ensure that SDG implementation is inclusive and participatory, and that it harnesses the capacities of all sectors for the benefit of all.

I encourage all Governments to draw on the skills and resources of civil society to maximize the impact of their efforts. Likewise, I commend civil society for assisting Governments to maximize limited resources for sustainable development. Only by working together can we create a world of dignity and opportunity for all on a healthy planet.

— UNITED NATIONS SECRETARY-GENERAL BAN KI-MOON

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Foreword

TAP Network Steering Committee

On behalf of the Transparency, Accountability & Participation (TAP) Network, we are excited to present this Goal 16 Advocacy Toolkit as a resource for stakeholders, particularly national level civil society organisations, to utilize in advocacy on the implementation of and accountability for Goal 16 and the broader 2030 Agenda for Sustainable Development.

The TAP Network is united in the belief that open, inclusive, accountable and effective governance and peaceful societies are both outcomes and enablers of sustainable and equitable development. Efforts to implement the 2030 Agenda at national level should promote openness, accountability and effective public institutions, build trust between states and their citizens, lay the foundation for peaceful and just societies, and empower civil society to engage in the design, implementation and accountability of public policies, at all levels. This work is underpinned by recognition that we maximize reach and influence when many stakeholders speak with a unified voice and common vision.

With the adoption of the SDGs and 2030 Agenda at the UN Sustainable Development Summit in 2015, the focus has now turned to implementation and follow-up at the national and sub-national levels. This provides unique challenges and opportunities

for both governments and civil society alike. Additionally, the 2030 Agenda constitutes the first universal sustainable development framework endorsed by government leaders from 193 countries around the world. This universality recognizes that all countries must continue to strive to ensure that their people have the capacities and opportunities to exercise and enjoy their full range of human rights and potential.

The next fifteen years will see the governments and people of this world grapple with huge challenges as a range of environmental, social, economic, civic and political changes present new and complex problems for us to solve. Despite this, we are confident that the SDGs have set a course that—if we work together sincerely, committedly and cooperatively—will enable us all to address these challenges and to ensure a strong foundation on which future generations can continue to build.

We hope you find this toolkit useful in your own work to influence the implementation of Goal 16 and look forward to continuing to engage with you in TAP's ongoing work to strengthen the principles of transparency, accountability, and participation at all levels.



World Federation of United Nations Associations



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

16.1 significantly reduce all forms of violence and related death rates everywhere

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

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

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

16.5 substantially reduce corruption and bribery in all its forms

16.6 develop effective, accountable and transparent institutions at all levels

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

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

16.9 by 2030 provide legal identity for all including birth registration

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

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

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

FOR MORE INFORMATION ON ALL OF THE SDGS, VISIT
SUSTAINABLEDEVELOPMENT.UN.ORG

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Acronyms

AAAA	Addis Ababa Action Agenda
ASEAN	Association of Southeast Asian Nations
AU	African Union
UNCRC	United Nations Convention on the Rights of the Child
CSO	Civil Society Organisation
ECOSOC	United Nations Economic and Social Council
EU	European Union
FfD3	Third International Conference on Financing for Development
FOI	Freedom of Information
HLPF	UN High-Level Political Forum on Sustainable Development
HRC	Human Rights Council
IFI	International Financial Institutions
IMF	International Monetary Fund
MDGs	Millennium Development Goals
MOI	Means of Implementation
MP	Member of Parliament
NGO	Non-Governmental Organisation
OAS	Organisation of American States
ODA	Official Development Assistance
OWG	Open Working Group on Sustainable Development Goals
SDGs	Sustainable Development Goals
TAP	Transparency, Accountability and Participation
TOR	Terms of Reference
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNCTOC	United Nations Convention against Transnational Organised Crime
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Periodic Review
WTO	World Trade Organisation

Introduction

[The 2030 Agenda for Sustainable Development] is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognise that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path.

Transforming Our World: The 2030 Agenda for Sustainable Development

In September 2015, world leaders came together to endorse and adopt the *2030 Agenda for Sustainable Development*, a new framework to replace the Millennium Development Goals (MDGs) and guide development efforts across the world for the next fifteen years. Governments and the UN achieved a landmark consensus, building on more than three years of public and stakeholder consultations aimed at ensuring that the next iteration of global-development goals reflected the genuine aspirations of people around the world. At the core of the *2030 Agenda* are seventeen new multisectoral Sustainable Development Goals (SDGs) that provide a results framework for policymakers and stakeholders in every country regardless of context. Unlike the MDGs, however, the new framework contains a specific groundbreaking goal focused on fostering effective, transparent, accountable and participatory

governance and peaceful societies. Goal 16 commits countries 'to promote peaceful, inclusive societies for sustainable development, to provide access to justice for all and to build effective, accountable and inclusive institutions at all levels'.

Recognizing the critical importance of Goal 16, this toolkit provides civil society and other nongovernment stakeholders with guidance on how to engage with their governments and other local, regional or international stakeholders to support the planning, implementation, follow-up and accountability of Goal 16. Work is already underway to localize Goal 16 and its targets and indicators¹, and it is essential that nongovernment stakeholders actively engage with these processes. A key feature of the approach to SDG implementation will be to ensure that national development plans, actions and indicators

¹ For more, see the website of the Inter-agency and Expert Group on SDGs Indicators at <http://unstats.un.org/sdgs/iaeg-sdgs/>.

of progress are specifically tailored to each national context. Meaningful civil society participation in encouraging inclusive and open Goal 16 implementation and accountability will be critical to ensuring that governments are responsive to the demonstrated needs of the diverse segments of each society.

To ensure that the SDGs are truly ‘people-centred’, SDG implementation should not be top-down, but instead must be driven by partnerships and collaborations across all sectors and segments of society—including all levels of governments, civil society, the private sector, philanthropic institutions, the United Nations (UN) system and a wide range of other relevant stakeholders. To this end, this toolkit is intended to serve as a resource to sup-

port civil society actors at local and national levels to influence decision-making processes on specific plans and action related to Goal 16. Providing initial ideas and entry points for civil society action, the toolkit has a particular focus on supporting national civil society stakeholders in their efforts to influence local and national governments to work towards the achievement of Goal 16. Whilst there is no one-size-fits-all approach to advocacy around Goal 16 issues, the TAP Network hopes that this toolkit will help civil society stakeholders reflect on their national priorities, opportunities and resources and identify locally appropriate opportunities to work with national and subnational governments, the private sector and other community institutions to help catalyse efforts to achieve Goal 16.

Part 1

Understanding Goal 16

We are determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

Transforming our world: the 2030 Agenda for Sustainable Development

The SDGs: Developing the 2030 Agenda

At the United Nations Sustainable Development Summit in September 2015, world leaders endorsed the entirety of the *2030 Agenda for Sustainable Development*—including its 17 Sustainable Development Goals (SDGs), 169 specific targets, ‘means of implementation’ (MOI) and guiding principles for the follow-up and review of progress towards the entire Agenda. The goals and targets were the result of considerable negotiations between Member States through the Open Working Group on Sustainable Development Goals (OWG) that took place between March 2013 and July 2014, as well as a response to intense advocacy by civil society and other stakeholders who were keen to ensure that this new framework would cover the full range of issues necessary to provide sustainable, inclusive and accountable development for all. In parallel to the negotiations on the *2030 Agenda’s* declaration, a portion of the agenda’s MOI was elaborated on through negotiations around the Third International Conference on Financing for Development

(FfD3) outcome document, the Addis Ababa Action Agenda (AAAA).

The *2030 Agenda* was developed in an unprecedentedly open process of engagement with and between UN Member States and stakeholders, including civil society. This was in stark contrast to the limited process to develop the Millennium Development Goals (MDGs), which included very little public participation or engagement from countries in the global south. The MDGs are seen by many as an agenda created by *developed* countries for *developing* countries, which contributed to the significant delays in its implementation at national level. Through a participatory and open negotiation process, the SDGs aimed to build consensus amongst stakeholders and ensure buy-in from the outset by actively engaging a broader set of stakeholders, including government agencies, civil society, the private sector and the public at large.² The inclusivity of this process in the development phase of the SDGs was critical to instilling a much broader sense of public ownership of the final goals and targets.

² Through the MY World (www.myworld2015.org) online platform, almost ten million people worldwide submitted their views to the UN on the content of the SDGs. Multiple national and regional dialogues were facilitated to tap into the views of people working across sectors and issues, and many civil society organisations harnessed their own networks to consult the public and feed their views back into the process.

The SDGs build upon the eight MDGs, but are a much more ambitious set of goals across a wider range of important issues. Covering issues across the spectrum of the three dimensions of sustainable development—environmental, social and economic—the SDGs are universally applicable to all countries and pledge to be ‘people-centred’ and to ‘leave no one behind’. The universality of *2030 Agenda* means that, for the first time, the UN has put together global goals and targets that are relevant and actionable by every country around the world, developed or developing. This is an acknowledgment of the complex and multifaceted nature of effecting lasting change and reflects the growing interconnectedness of the world. As the *2030 Agenda Declaration* specifically recognises:

This is an Agenda of unprecedented scope and significance. It is accepted by all countries and is applicable to all, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. These are universal goals and targets which involve the entire world, developed and developing countries alike. They are integrated and indivisible and balance the three dimensions of sustainable development.

Goal 16: Ensuring Peaceful, Inclusive and Just Societies

The *2030 Agenda* reaffirms the wealth of evidence that ‘there can be no sustainable development without peace and no peace without sustainable development’. There was a clear acknowledgement that political goals—ensuring inclusion, entrenching good governance and ending violent conflict—must find a place alongside social, economic and environmental ones. The *2030 Agenda* responds to a critical gap identified by many stakeholders over the last fifteen years of MDG implementation, namely, the absence of an explicit recognition of the critical importance of governance and institution-building as underpinning overall development and peace-building efforts. This was achieved through Goal 16, which commits countries ‘to promote peaceful, inclusive societies for sustainable development, to provide access to justice for all and to build effective, accountable

and inclusive institutions at all levels’. Goal 16 contains twelve targets (see next section), each of which will now be the focus of efforts to develop indicators and identify key activities to support their implementations.

Explicit institutional acceptance of the importance of good governance and peace for the achievement of sustainable development—through the adoption of Goal 16 and references throughout the *2030 Agenda* outcome document—was an enormous breakthrough in the *2030 Agenda*. Although governance issues were briefly touched upon in the Millennium Declaration, no specific MDG was developed to focus attention and resources on this vital area. In contrast, *peace* is specifically identified as one of the five pillars on which the *2030 Agenda* is grounded, in recognition of the critical need for governments to ensure that their citizens can live safe, secure lives. Goal 16 underpins the other sixteen SDGs, all of which rest on institutions that are capable of responding to the needs of the public transparently and accountably. A commitment to human rights, justice, accountability and transparency—all of which are recognized as prerequisites to ensuring an enabling environment in which people are able to live freely, securely and prosperously—is evident throughout the Goal 16 targets.



This table highlights some of the key issues contained within each of the Goal 16 targets. Interlinkages highlighted in the table are a nonexhaustive list and connections can be drawn between many other targets and goals across the SDGs.

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

TARGETS

- 16.1. Significantly reduce all forms of violence and related death rates everywhere:** This target responds to the concern that, in far too many countries around the world, people live in fear for their lives and have varying degrees of confidence in the ability of their governments to ensure their physical security and protect their human rights. This target calls on governments to ensure that all people are afforded protection by the state, as well as for the development of cultures that do not rely on violence as a method of conflict resolution. The scope of this target recognizes many forms of deaths and violence, including homicide and conflict-related deaths, as well as physical, psychological, and sexual violence.
- SDG Interlinkages: Goal 3 (good health & well-being), Goal 4 (quality education), Goal 5 (gender equality), Goal 11 (sustainable cities & communities)
-
- 16.2. End abuse, exploitation, trafficking and all forms of violence against and torture of children:** This target calls on countries to implement effective child-protection laws and systems to ensure that children are protected from a range of harms. A wide range of specific child-abuse problems is covered by this target, including child sex trafficking, child labour, and corporal punishment by caregivers. This target is underpinned by the United Nations Convention on the Rights of the Child (CRC), as well as other global and regional treaties such as the United Nations Convention against Transnational Organised Crime and the Optional Protocol on Trafficking in Persons (UNTOC). It requires a joined-up approach that strengthens domestic laws, improves the policing of those laws and increases cross-jurisdiction collaboration across law-enforcement agencies to address global violations of child rights.
- SDG Interlinkages: Goal 3 (good health & well-being), Goal 5 (gender equality), Goal 8 (sustainable economic growth & decent work for all).
-
- 16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all:** This target is focused on ensuring that countries have effective, fair and accessible laws and justice systems that ensure security and protection for all people, and enable meaningful avenues of redress for criminal and civil wrongdoing. Strengthening the rule of law requires both the passage of just laws that respect people's human rights and the enforcement of those laws by justice institutions capable of effectively investigating, prosecuting and adjudicating upon alleged crimes. This target is heavily underpinned by MOI Targets 16.a and 16.b, which focus on strengthening law-and-justice institutions and addressing discrimination.
- SDG Interlinkages: Goal 5 (gender equality), Goal 10 (reduce inequalities), Goal 11 (sustainable cities & communities), Goal 17 (means of implementation & global partnerships)
-
- 16.4. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime:** This target reflects the priorities of the UN Convention against Transnational Organized Crime (UNTOC) and its three Protocols on the Trafficking in Persons, the Smuggling of Migrants and the Manufacturing of and Trafficking in Firearms. To the extent that it relates to illicit financial flows and asset recovery, it also reflects commitments in Chapter 5 of the United Nations Convention against Corruption (UNCAC) and commitments from the Addis Ababa Action Agenda – the outcome document of the Third International Conference on Financing for Development. The commitment to reducing illegal arms flows is also a reflection of the Arms Trade Treaty, which regulates the flow of arms globally.
- SDG Interlinkages: Goal 1 (poverty alleviation), Goal 8 (sustainable economic growth & decent work for all), Goal 17 (means of implementation & global partnerships)
-
- 16.5. Substantially reduce corruption and bribery in all their forms:** This target finds its roots in the UNCAC, which has already been ratified by 177 States Parties to date. UNCAC calls on States Parties to address corruption and bribery through a range of prevention and enforcement activities. This target requires national-level efforts to address both petty and megacorruption at all levels and across all institutions, as well as cross-jurisdictional efforts to stamp out cross-border corruption in extractive industries and the like. This target overlaps with Target 16.4 in relation to stamping out illicit financial flows and facilitating asset recovery related to corruption cases.
- SDG Interlinkages: Goal 5 (gender equality), Goal 8 (sustainable economic growth & decent work for all)
-
- 16.6. Develop effective, accountable and transparent institutions at all levels:** This target underpins the entire 2030 Agenda in terms of supporting the general strengthening of institutions to ensure that they can effectively discharge their mandates in service of the public. It complements and strengthens Targets 16.7 and 16.8, as well as MOI Target 16.a, and vice versa. With a strong recognition of the crosscutting nature of Goal 16, this target has high transformative potential, as addressing these issues will help ensure that governments are honouring their commitments to the entire 2030 Agenda by delivering basic goods and services and fostering good governance. Consequently, ensuring that data and indicators for measuring effective, accountable and transparent institutions reflect people's actual perceptions and experiences will be critical to achieving this target.
- SDG Interlinkages: All other SDGs

16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels: This target is all-encompassing and underpins the entire 2030 Agenda by requiring governments to be more inclusive of people in all aspects of their decision-making processes. Consequently, it embodies the ‘people-centred’ nature of the 2030 Agenda, as well as the agenda’s commitment that ‘no one will be left behind’. Similar to 16.6, indicators and data to measure progress towards this target will need to reflect people’s perceptions and experiences with governments and decision-makers, and priorities for action should include improving government consultation processes (e.g. when drafting laws, developing policies or implementing programmes), improving parliamentary engagement (e.g. through opening up parliamentary committees, releasing more parliamentary information or encouraging more outreach by legislators) and implementing specific strategies for highly marginalized groups (e.g. quotas for women, youth or other vulnerable groups including those discriminated based on caste).

SDG Interlinkages: All other SDGs.

16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance: This target requires global institutions to work with Member States and civil society to develop effective mechanisms to enable local voices and perspectives to be fed into their work. It also opens the door for Member States and civil society to promote the greater inclusion of representatives of developing countries in the boards of institutions such as the World Bank, International Monetary Fund (IMF) and World Trade Organisation (WTO).

SDG Interlinkages: Goal 1 (poverty alleviation), Goal 2 (zero hunger & food security), Goal 3 (good health & well-being), Goal 8 (sustainable economic growth & decent work for all), Goal 10 (reduce inequalities), Goal 13 (combat climate change), Goal 17 (means of implementation & global partnerships)

16.9. By 2030, provide legal identity for all, including birth registration: This target recognizes that issues around official identity are often at the heart of both a person’s actual and potential capacity to engage with governments and a government’s ability to effectively plan and budget for basic services. Globally, 2.4 billion people are without legal identification documents. Without a birth certificate, it is almost impossible for a person to effectively engage with formal government services and processes, as a lack of identity papers can inhibit access to education, employment and welfare, as well as make it difficult to uphold the protection of children under eighteen. Refugees, nomads and many long-term illegal-immigrant populations suffer from a lack of access to identity papers. Underpinning this target is the need for effective civil registration and vital statistics systems that effectively provide legal identity in addition to birth, marriage, and death registrations.

SDG Interlinkages: Goal 3 (good health & well-being), Goal 4 (quality education), Goal 5 (gender equality), Goal 10 (reduce inequalities), Goal 11 (sustainable cities & communities)

16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements: This target reflects the fact that freedom of information (FOI) is the touchstone of all other human rights and underpins the achievement of all of the SDGs. Access to information is crucial to ensuring transparency, which is both an end in itself and a means of empowering the public to more effectively engage in their own development. Already, more than one hundred countries have some form of FOI legislation in place, though implementation varies. UNCAC specifically calls on Member States to prioritize access to information in Article 10.

SDG Interlinkages: Goal 4 (quality education), Goal 5 (gender equality), Goal 8 (sustainable economic growth & decent work for all), Goal 9 (sustainable infrastructure & innovation), Goal 10 (reduce inequalities), Goal 11 (sustainable cities & communities)

Goal 16 Means of Implementation (MOI) Targets

MOI Targets have been included for every SDG. They draw specific attention to the enabling actions that underpin achievement of the core SDG Targets and should be read in conjunction with SDG-17, which explicitly aims to ‘strengthen the means of implementation and revitalize the global partnership for sustainable development’, as well as the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime: This MOI target complements Target 16.6 on institution-building and crosscuts Target 16.1, which specifically seeks to address violent crime, and Target 16.4, which focuses on tackling organised crime, amongst others. Without effective institutions that are capable of ensuring secure, lawful interactions between people and their governments, the Goal 16 agenda of inclusive and peaceful governance cannot be achieved.

SDG Interlinkages: Goal 4 (quality education), Goal 5 (gender equality), Goal 17 (means of implementation & global partnerships)

16.b Promote and enforce non-discriminatory laws and policies for sustainable development: This MOI target reflects that the entire Goal 16 agenda is underpinned by a human rights–based approach that requires nondiscrimination in all aspects of implementation. This approach is also a practical strategy for promoting inclusiveness and participation. Official and unofficial discrimination can severely inhibit the capacity for individuals to participate in the world around them, as their exclusion from public jobs and services, and/or the even more pernicious threat of active persecution by government, can be terribly restrictive of their rights and opportunities for development. Discrimination in all its forms must be addressed if inclusive and peaceful governance is to be attained.

SDG Interlinkages: Goal 4 (quality education), Goal 5 (gender equality), Goal 8 (sustainable economic growth & decent work for all), Goal 10 (reduce inequalities), Goal 11 (sustainable cities & communities), Goal 17 (means of implementation & global partnerships)

3 <https://www.unodc.org/unodc/en/treaties/CAC/IRG.html>

4 <https://www.unodc.org/unodc/en/treaties/CTOC/open-ended-intergovernmental-meeting-to-explore-all-options-regarding-an-appropriate-and-effective-review-mechanism.html>

Part 2

Preparing to Engage with Goal 16 at the National Level

All countries and all stakeholders, acting in collaborative partnership, will implement this plan.... We are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

Transforming our world: the 2030 Agenda for Sustainable Development

With the adoption of the *2030 Agenda*, attention turns to the national level, where individual governments, working with a range of stakeholders, will need to establish a framework for implementation that identifies a realistic set of locally appropriate steps. Whilst work will still take place at the international level—through United Nations bodies tasked with supporting implementation as well as various intergovernmental working groups (see Part 5)—the focus of the next phase of SDG implementation will be domesticating each of the SDGs so that locally calibrated plans can be developed and tied to indicators of achievement and realistic end points. As national work commences in earnest, civil society can benefit from systematically preparing to engage with national processes by identifying whom to work with and to what end. Such planning can help ensure that resources will be targeted towards efforts that will make the biggest impact.

Analysing the Landscape: Gap Analysis

To prepare to engage with your country's Goal 16 implementation and accountability processes effec-

tively, it can be useful to start with an initial process of analysis and planning in order to identify the most strategic entry points for your engagement. Goal 16 is such a broad agenda that there are numerous opportunities to be involved. A gap analysis should be undertaken, looking at which Goal 16 targets are not being addressed ambitiously in your national context, who is already working to address these gaps and how they are doing this. Closing these gaps will be the aim of your advocacy efforts going forward.

Whilst an initial Goal 16 gap analysis will be important for your own purposes, it can also be a useful resource for the government. Government departments will undoubtedly be stretched to capacity in trying to implement all seventeen SDGs and any help with gathering data; undertaking analysis of existing policies, laws and practices; and proposing recommended responses can be of enormous help. In fact, constructive and positive engagement with government actors will help in building trust and a much-needed rapport with these colleagues, allowing you to maximize impact when opportunities present themselves.

Tool 1: Undertaking a Gap Analysis

Step 1: Identify who is responsible for implementation

Consider who should lead, as well as what other partners could usefully assist with key activities. Consideration should be given to both national stakeholders such as ministries and legislative bodies, as well as support that could be provided from regional and international partners;

Step 2: Assess current implementation in participatory ways

Reflect on existing good practice that can be built upon, key gaps and major obstacles to reform/change. Where policies or plans already exist (for example, a national development plan, national anti-corruption strategy or sectoral law and justice strategy), these should be reviewed and assessed against the Goal 16 commitments;

Step 3: Identify priority areas for action / make recommendations

This could usefully be broken up into short-term (0-5 years), medium-term (5-10 years) and long-term (10-15 years) priorities. Consideration should be given to policy reforms, legal reforms and institutional reforms;

Step 4: Identify what resource are needed for implementation

Consider both the financial and human resources needed. Existing taskforces, stakeholder groups and coordination mechanisms (including those that were established in support of the MDGs) should be identified and their capacities assessed. Existing budgets—both from national finances and donor resources—should also be reflected upon.

Step 5: Share gap analysis report with Government

Ideally, government partners will have collaborated on any initial gap analysis, but if this is a purely civil society led exercise, it is important to present your findings back to government stakeholders to encourage their uptake.

See Annex 1 for a blank template of this tool

There are many ways of undertaking an initial gap analysis; no particular methodology or reporting format needs to be followed. Depending on the focus of your own organisation, you may want to assess all of the Goal 16 targets, or select a package of targets that relate to the same issue (e.g. addressing corruption or promoting access to justice) or even just one target.

TIP

When presenting your analysis to government, ensure that it is concise and focuses on clear, action-based recommendations. Governments are likely to be inundated with information related to the seventeen SDGs, and your focus will make it much more likely that your analysis will be read and used. At this early stage, policymakers are looking for ideas, so a practical set of responses is most likely to be successful.

TIP

Be alert for opportunities to utilise the results of national assessments undertaken for intergovernmental processes in your own analysis. For example, ratification of the *UN Convention against Corruption* requires States Parties to engage in the UNCAC review mechanism.⁵ This mechanism requires that all countries undertake an UNCAC self-assessment to determine the strengths and weaknesses of the existing national anticorruption framework. A review cycle looking at law enforcement and mutual legal assistance was completed in 2015 and the next cycle, focusing on prevention and asset recovery, will last from 2015 to 2020. You can work with your government to access existing self-assessments to inform your gap analysis, and should stay alert for opportunities to engage in the next self-assessment process.⁶

5 <https://www.unodc.org/unodc/en/treaties/CAC/IRG.html>

6 <https://www.unodc.org/unodc/en/treaties/CTOC/open-ended-intergovernmental-meeting-to-explore-all-options-regarding-an-appropriate-and-effective-review-mechanism.html>

Potential Stakeholders to Include in National Stakeholder Mapping

National Government

Executive	<p>The executive branch of government will have a primary responsibility for the implementation of the SDGs because it is empowered under the constitution to manage the national budget and lead and/or coordinate the development and implementation of national policies and programmes.</p> <ul style="list-style-type: none"> • Cabinet: The Cabinet is usually the central decision-making body for a government and is typically comprised of key ministers who are responsible for the major departments of that government. Many members of Cabinet may not have been involved in SDG consultations or negotiations, so civil society should offer briefings to Cabinet on Goal 16 in order to develop trust and channels of information sharing. • Ministers/Ministries: For Goal 16, there is no obvious single ministry who will be tasked with driving implementation activities. As such, any stakeholder mapping will need to assess the options for engagement with multiple ministries, including those responsible for law and justice, the public service, the treasury/finance and local government. • Interministerial committees: Noting the crosscutting nature of Goal 16, it would be beneficial for the government to set up an interministerial coordination group or group of sector-specific officials to bring together relevant government and nongovernment stakeholders (see Part 3). If possible, this should be included in any stakeholder mapping.
Legislature	<p>Most legislatures will have a mix of responsibilities that could relate to SDG implementation, including: making laws (including debating and passing the national budget); reviewing treaties pre- and post-ratification; conducting oversight of government bodies; and representing the interests of the people who elected them. Alliances can be made with individual legislators, with parliamentary committees and even with the political parties that support elected legislators and often provide the policy advice and direction. All of these can be included in a stakeholder analysis.</p>
Law & Justice Institutions	<p>Goal 16 explicitly aims to 'provide access to justice for all' and make the courts and the justice system an intrinsic part of national accountability systems. The superior courts will also have a specific role as constitutional arbiters and as the protectors of human rights. Institutional targets are scattered across the justice system and include the police, prosecutors, judges, prison system and ministries that deal with justice and policing. Institutions working to address gender-based violence, illicit financial flows/money laundering (e.g. the national Financial Intelligence Unit (FIU) and Reserve Bank) and specialised policing units or taskforces on trafficking of people or child protection could also be identified.</p>

Sub-National Governments

Local Governments	<p>In many countries, subnational government bodies (whether state government, local council or district bodies) often play a key role in activities relevant to Goal 16 (e.g., policing services, local courts, grievance-redress mechanisms and information dissemination). Depending on whether you plan to focus on national Goal 16 policy advocacy or more on local Goal 16 issues, you may need to include an analysis of local-level players in any stakeholder mapping. Ideally, you should also disaggregate the various government departments and agencies working at local level, as these may each have different capacities and offer different opportunities for partnership.</p>
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Independent actors

Accountability Institutions	<p>Goal 16 focuses explicitly on improving institutional accountability and effectiveness. As such, you may need to analyse the network of accountability institutions within your content. Many of these bodies are supported with government funds but are statutorily created and operate independently. For example, most countries have some form of Supreme Audit Institution (SAI) and Public Service Commission (PSC). Many will also have a mix of an Ombudsman, Information Commission, National Human Rights Commission and/or Anti-Corruption Commission. In some countries, there will be government bodies tasked with certain accountability functions (e.g. an anti-corruption police unit, a financial intelligence unit based in the Treasury, a human-rights unit based in the Justice Ministry or a grievance-redress mechanism based inside each department).</p>
Civil Society	<p>Goal 16 is a crosscutting goal that will be relevant to the work of many Non-Governmental Organisations (NGOs), so there will be many opportunities to develop partnerships across civil society, whether via formal coalitions or looser networks/alliances. Civil society may include not just formal CSOs, but trade unions, academic institutions, think tanks, youth groups and public online forums. Notably, one of the challenges in working as part of a coalition may be ensuring partnerships that remain strategic and targeted; the breadth of many of the Goal 16 targets could make for large coalitions that will be more challenging to coordinate.</p>
Community Based Organisations	<p>A critique of the MDGs was that it was an international agenda driven by the international community and/or a small group of policy elites. Whilst many more CSOs have been involved in the creation of the SDGs, there remains limited understanding and engagement from local-focused NGOs and community actors. As such, it may be useful for any stakeholder mapping to identify options for engaging local communities.</p>
Media	<p>Identifying opportunities for working with a range of media – both traditional and social – can be useful if you intend to engage in policy advocacy and/or public education, as the media outreach has long proven to be an effective strategy for CSOs to broaden the reach and impact of their activities. Social media also offers opportunities to develop messaging for virtually no cost, though in countries with low Internet penetration, it will be particularly important to identify opportunities to complement such media activities with partnerships with traditional media, such as newspapers, radio stations and TV broadcasters.</p>

TIP

Remember that institutions are not impersonal monoliths, but are made up of different people with different priorities. Although some government officials may not be keen to partner with you on Goal 16 implementation immediately, you can look for 'champions' who are willing to help move the agenda forwards. Individual ministers, members of the legislature, heads of department or special units—all may be useful in helping you navigate the complexity of government processes and identifying where your inputs can have the most impact and how to most effectively channel them.

TIP

Working in a network, coalition or partnership can be challenging, as different organisations will often have different priorities and constituents. To increase the likelihood of a successful partnership that meets its goals, consider the following points from the SD2015 SDG-Advocacy Toolkit.⁸

1. Partnerships should be tactical and strategic. Although a broad range of strategies is available, choices must be made as to which tactics and/or partners can exert the maximum pressure on decision-makers. Decision-makers rarely respond to only one direction of pressure and will need to be the focus of a number of tactics.
2. Partnerships need to focus on the common space amongst partners for messaging and agreement, in spite of differing mandates and operational procedures, in order to leverage power and effect change.
3. Partners should be involved in all aspects of advocacy. Often, the best partners are ones that have been engaged right from the beginning, during the situation analysis, as they share the responsibility for identifying the problem and the development of solutions to address the problem.
4. Partnerships will bring risk if they fail; therefore, it is critical to be 'risk-aware'.
5. Consideration of organisational style and culture can help working relationships and collaboration.

Developing a Plan of Action

In order to maximise the impact of your efforts, it can be very useful to develop a written plan of action, which will help to clarify exactly what you want to do, why you want to do it and how it will be done. No matter the size of your organisation, good practices suggest that it can be useful to develop such a plan through a participatory process, which helps build ownership over the plan whilst tapping into a range of ideas and expertise. Such a plan can build on the information gained through undertaking a gap analysis and/or stakeholder analysis. When developing a plan, it can be useful to cluster your ideas around a few key questions.

Why are you working on this issue? The first step is to clarify your primary objective. Are you pushing for a specific change in policy/law (e.g. law reform or increased budgetary allocations)? Do you have an activity or programme idea that you want the government to implement? Do you want to raise general awareness amongst the public in order to encourage citizens to hold the government accountable for SDGs implementation? Do you want the government to address an issue relevant to a specific group of people (e.g. women or indigenous people)?

Who do you want to target? Once you have decided what you hope to achieve, you need to identify who exactly you should target to have the greatest impact. This is where you can draw on the stakeholder mapping you may have undertaken (see Part 2). If you want to target policymakers, who exactly has the power or influence to help you get the change that you want? Should you target national or local government? Politicians, political parties or elected members of parliament (MPs) or clear set of institutions that are all involved in your issue (e.g. law-and-justice institutions at different levels)? Don't forget that it is individuals within these institutions who will have the power to make the change, so be as specific as possible when identifying your targets. Even if your goal is to raise general public awareness, does your network have a greater comparative advantage in reaching out to rural populations, youth or women? Are other

Tool 3: Developing an Advocacy Plan

Developing an Advocacy Plan			
<p>What needs to change?</p> <p>Tip: Identify which issues do you want to focus on, and choose concise and action-oriented objectives</p>			
<p>Who do we need to influence? What do we need them to do?</p> <p>Tip: Identify 2 or 3 things which would help achieve the overall objective</p>	1.		
	2.		
	3.		
	To do	By whom	By when
<p>What will we do to target this stakeholder?</p> <p>Tip: Consider what you'll do for advocacy—will you provide technical advice, develop a partnership, or write a paper/report/letter?</p>	<i>Example: Draft position paper on Goal 16</i>	<i>Example: Policy Director</i>	<i>Example: 3 weeks prior to key meeting</i>
<p>Managing risks</p> <p>Tip: Consider the risks of your plan (eg. lack of funding, political resistance, unwillingness to partner, security). What can you do to manage them?</p>	<i>Example: Potential political resistance</i>	<i>Example: government decision-makers</i>	
<p>Monitoring Success</p> <p>Tip: Identify indicators that tell you if you're being successful, and identify some actions you can undertake to help track progress</p>	<i>Example: Adoption of comprehensive national implementation and monitoring plan for Goal 16</i>		

See Annex 3 for a blank template of this tool

(Adapted from Plan International, Global Education First Initiative Youth Advocacy Group, UNESCO, and A World At School (2014) An Advocacy Toolkit: The Education We Want, p. 50, <https://plan-international.org/advocacy-toolkit>)

organisations working in a particular area already, and if so, would it be useful to partner with them or could you have greater impact elsewhere?

What do you plan to do? At the early stages of your strategizing, this section may be more or less detailed, depending on your confirmed resources and whether you are trying to start something new or building on existing work. You do not need to set out in detail

every element of every activity, but it will be useful to start thinking through what is realistic, whether/how you want to innovate and what resources/partnerships you will need. As your overarching strategic approach starts taking shape, you can develop more-detailed activity plans. For example, Part 4 discusses how to develop more detailed ideas in relation to advocacy messaging and law reform.

Case Study: Combining Research and Advocacy Approaches to Improve Government Outputs⁹

The Public Sector Accountability Monitor (PSAM) is based in the Eastern Cape, one of the poorest provinces of South Africa. Between 2007 and 2012, PSAM undertook research and advocacy to improve budgeting and service delivery of the province's health department. Before 2007, PSAM had more of a 'shame and blame' strategy—researching and publicising all the problems in the health department's policies, plan, and budgets, with a particular focus on corruption. In 2007, PSAM changed its strategy, moving away from confrontation and focusing on high-quality analysis and targeted advocacy towards the executive branch of government (because the provincial parliament had low capacity and decisions in the provincial legislature were very politicised). In its analyses, PSAM repeatedly raised issues regarding poor-quality planning documents; weak budgeting processes; unfunded mandates; poor procurement; high levels of unauthorised expenditure; and lack of response to Auditor-General and Public Accounts Committee (PAC) findings.

In response to PSAM's sustained evidence-based advocacy, there were noticeable improvements in planning, budgeting and financial management in the Eastern Cape health department. New leadership brought a stronger commitment to accountability. By early 2012, eight hundred departmental employees had been let go on charges of fraud and corruption and another three hundred did not have their contracts renewed. More than one hundred companies were blacklisted. These changes directly addressed many of the problems PSAM had highlighted through research papers, media and submissions to the legislature. In particular, media coverage of PSAM's analysis caught the attention of the national South African government, which intervened to address the persistent problems in the Eastern Cape. Government, the legislature, the media and the public trusted PSAM because its research was seen as objective in separating valid causes of problems—such as underfunding and service backlogs—from causes within the department's control—such as poor management and corruption. This evidence-based approach proved very compelling and impactful.

TIP

For more efficient advocacy, it can be useful to target existing networks to enable your message to be disseminated more quickly and to amplify the reach of your advocacy. This applies both for public advocacy and government-focused advocacy.

TIP

To give your advocacy efforts more reach, you can leverage the publicity around relevant international commemoration days. Many of the issues covered by Goal 16 have relevant dedicated to them by the United Nations, for example:

- 12 June—World Day against Child Labour
- 30 July—World Day against Trafficking in Persons
- 15 September—International Day of Democracy
- 21 September—International Day of Peace

28 September—International Right to Know Day

5 December—International Volunteer Day

9 December—International Anti-Corruption Day

10 December—Human Rights Day

For additional international dates, visit

<http://www.un.org/en/sections/observances/international-days/>

Developing Compelling Messages for Advocacy

One of the most important things civil society can do regarding SDG implementation is to support efforts to raise awareness amongst local stakeholders about the 2030 Agenda and Goal 16. Whilst many more policymakers and members of the public have been engaged in the creation of the SDGs than the MDGs,

⁹ Fölscher, K & Kruger, J., (undated). 'When Opportunity Beckons: The Impact of the Public Service Accountability Monitor's Work on Improving Health Budgets in South Africa', Open Budget Partnership Case Studies, <http://www.internationalbudget.org/publications/when-opportunity-beckons-the-impact-of-the-public-service-accountability-monitors-work-on-improving-health-budgets-in-south-africa/>.

most publicly through the MY World¹⁰ and World We Want¹¹ websites, these efforts will need to be built upon to ensure that the public understands and owns the new 2030 Agenda and its supporting SDGs. In the early stages, it may be that you want to simply explain to people what the SDGs are and why they are important. In doing so, it is important to localise the SDGs so that their relevance and impact on people's daily lives become clear. For many people, including some policymakers, this may seem like just another 'UN-imposed agenda' that is difficult to understand or grasp. If that is the case, it could be useful to develop advocacy messages that are specifically designed to 'demystify' the SDGs and explain how they are relevant to everyone's lives.

In 2014, CIVICUS and Stakeholder Forum developed a toolkit to help civil society organisations undertake advocacy around the SDGs. The Advocacy Toolkit: Influencing the Post-2015 Development Agenda¹² provides detailed guidance on how to prepare for, implement and manage an awareness-raising and/or advocacy campaign in useful detail. In 2014, to complement the Advocacy Toolkit, CIVICUS and Stakeholder Forum also developed a kit to guide civil society work with the media. Engaging with the Media: A Companion to the Advocacy Toolkit for Influencing the Post-2015¹³ includes a very useful set of tools and tips to help civil society develop effective communications strategies, which harness huge potential reach of traditional and social media. It is important to remember that undertaking advocacy and awareness-raising activities is not just about generating publicity broadly, but also about helping your target audience understand something specific about what you are doing and what you would like them to do.

For communications to be effective, you need to be clear about the outcome of any message you are trying to convey. Formulating strong and clear messages for advocacy is one of the most crucial parts of your entire strategy, as these are the messages that your organisation will take forwards, and what will

influence decision-makers to support your work. Your messages should be clear, concise, simple and limited in number to help ensure that they are memorable to your target audience. It can be useful to include evidence-based data in your messages, as many people are more convinced by numbers and research results. Likewise, you may want to reference comparative examples or stories. Every time you engage in advocacy consider the following questions.¹⁴

- What do you want the audience to understand?
- What do you want the audience to remember?
- What do you want the audience to do?

TIP

When developing advocacy and/or education approaches, experience shows that clear and effective messages should:

- ♦ Be clear, memorable and consistent;
- ♦ Summarise the change you want to bring about;
- ♦ Be simple, short and punchy;
- ♦ Be relatively jargon-free;
- ♦ Be tailored to your specific audience(s);
- ♦ Include clear deadlines and timelines for undertaking the work;
- ♦ Include any actions you want the audience(s) to take in response;
- ♦ Combine the policy messages with concrete examples and anecdotal evidence to support them.

TIP

An increasingly effective way of reaching out to young people is through **social media**, as young men and women are more likely to use web-based platforms to access and share information. The UN has also been using web-based platforms to collect public inputs during the SDGs development process (see www.WorldWeWant.org). Twitter and Facebook are particularly simple, far-reaching platforms. Incorporating hashtags such as #2030Now, #globaldev, #SDGs and #WorldWeWant have been effective in sharing campaign messages globally.

10 <http://www.myworld2015.org/?page=about-my-world>

11 <http://www.WorldWeWant.org>

12 http://civicus.org/images/stories/SD2015%20Post-2015%20Advocacy%20Toolkit_FINAL.pdf

13 <http://www.stakeholderforum.org/fileadmin/files/Engagingwiththedia.pdf>

14 <http://www.stakeholderforum.org/fileadmin/files/Engagingwiththedia.pdf>

Tool 4: Developing Advocacy Messages

Developing Advocacy Messages

This tool will help you to summarise and present your advocacy message for different audiences

Primary Message: Describe your statement, goal and actions desired resulting from your advocacy

Example: "The 2030 Agenda must promote openness, accountability and effective public institutions, build trust between states and its citizens, lay the foundation for peaceful and just societies, and empower civil society to engage in the design, implementation and accountability of public policies, at all levels. The implementation of Goal 16 will contribute significantly to the achievement of these goals, and civil society actors must play a key role in the monitoring and accountability for Goal 16 and the 2030 Agenda more broadly."

Audience (Examples)	Concerns	Possible Messages
Decision-makers (government ministers, legislators, administrators, corporation heads)	<i>Potential for countries to not prioritize Goal 16, and only focus on other goals. National planning, implementation and reporting processes might not be inclusive of stakeholders and civil society.</i>	<i>Goal 16 to promote peaceful, just and inclusive societies and accountable institutions is an SDG that cuts across all other SDGs, and underpins the entire 2030 Agenda. Governments must prioritize inclusion and participation of stakeholders in all development-related processes at the national level, in an effort to fulfill the 2030 Agenda's commitment to "leave no one behind."</i>
General public	<i>General awareness of the 2030 Agenda, the SDGs and Goal 16 might be lacking for those not working on sustainable development or UN issues.</i>	<i>Goal 16 and the SDGs are a critical roadmap for national governments to collectively chart a course for a sustainable future, and is an opportunity to strengthen international cooperation on sustainable development issues. This is also a key opportunity to raise awareness for all of the issues contained within the SDGs and Goal 16.</i>
Journalists		
Civil society organizations		
Donors (foundations, bilateral agencies, multilateral agencies)		
Issue-related practitioners such as trade unions		
Opinion leaders (religious leaders, chiefs and traditional/community leaders)		

See Annex 4 for a blank template of this tool

(Adapted from CIVICUS/Stakeholder Forum (2014). Advocacy Toolkit: Influencing the Post-2015 Development Agenda. Available from <http://www.stakeholderforum.org/fileadmin/files/Post2015AdvocacyToolkit.pdf>)

Part 3

Supporting National Planning for Goal 16

Each government will also decide how these aspirational and global targets should be incorporated into national planning processes, policies and strategies... . Targets are defined as aspirational and global, with each government setting its own national targets guided by the global level of ambition but taking into account national circumstances... . Quality, accessible, timely and reliable disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind. Such data is key to decision-making.

Transforming our world: the 2030 Agenda for Sustainable Development

The wide-ranging issues covered within *2030 Agenda* will require that no time be wasted in action and implementation if the SDGs are to truly transform the world. In some cases during the MDG era, implementation and policy change took almost half a decade to commence. This time, policymakers were clear that whilst the overall agenda would be negotiated and universally agreed through inter-governmental processes, implementation would have to be calibrated to take into account the specific and needs and priorities of each country. National planning for SDG implementation has now begun in earnest, and this is a critical time for civil society to assess its options for engagement with national planning mechanisms and processes. It is important that we ensure implementation plans are developed in a participatory fashion and that they result in outputs that are people-centred and human-rights focused and that entrench monitoring and accountability processes that are transparent and inclusive.

Engaging with SDG Policy Coordination Mechanisms

Although the SDGs were developed as a single unified agenda with multiple sectoral issues included under each of the seventeen goals, government structures tend to have sector-specific institutions and departments (e.g. the Department of Health). As such, it is likely that governments will have to adopt multiple implementation and coordination mechanisms across departments and ministries to ensure that efforts are joined up but remain targeted. This is already happening in many countries that are building on coordinating mechanisms first established in support of the MDGs.

Interministerial SDGs Working Groups: Ideally, the Cabinet should keep watch over the entire *2030 Agenda*. To this end, an operational level SDG taskforce will commonly be established to coordinate efforts and report back to Cabinet/ministers on progress. Evidence shows that any such taskforce

Case Study: Keeping Momentum Going through Systemic Coordination¹⁵

There are many lessons that can be learnt from the MDG implementation processes, not least, the benefit of systematic coordination of efforts. These processes not only bring together government institutions, but have also been shown to benefit from civil society engagement. For example, in 2010, Mexico established the Specialised Technical Committee of the Millennium Development Goals Information System (CTESIODM), an interministerial mechanism chaired by the Office of the President (EOP), with the national statistical office operating as its permanent technical secretariat. This ensured that the EOP played a central role in coordinating implementation of MDGs and that other bodies recognised the importance of the agenda for their own work. The establishment of a proper secretariat helped embed the coordination process within government, such that CTESIODM will continue to operate for the SDGs.

As one observer commented, 'Institutionalising [this] mechanism let us transcend political changes and different governments in such a way that the MDG Committee resumed activities two months after President Enrique Peña Nieto took office in December 2012.' Another senior advisor within the Mexican government also observed of the CTESIODM: 'The majority of institutions that are part of the Committee participate in the definition, implementation and evaluation of public policy that have a direct impact on MDG achievement. The Committee is responsible for reviewing and selecting the best information sources available; reviewing and agreeing on the methodologies and technical procedures applicable on each case; integrating and updating the statistics required to generate indicators; [and] elaborating and presenting reports on Mexico's progress in this area.' Congress has also been a key stakeholder in implementation, obliging the government to produce continuous reports on the status of the MDGs. Congress has ensured that the country's national development plans, including targets on dealing with poverty, health and education indicators, were actually included in national legislation, which enabled Congress to oversee implementation more systematically.

would need a clear terms of reference (ToR) and would likely be responsible for coordinating the development of a national SDG implementation plan and/or integrating SDG implementation into existing plans. Each SDG will also likely warrant its own coordination mechanism, as most are multisectoral and complex. Goal 16 will undoubtedly require some form of overarching interministerial working group or multi-stakeholder taskforce to ensure that a joined-up approach is taken. This should also involve nonexecutive partners, such as the legislature, accountability institutions and civil society.

National Sustainable Development Councils (NSDCs):¹⁶ Complementary to such issue-focused interagency taskforces, in many countries, a more

permanent form of sustainable development council has been established, focusing on the overarching goal of sustainable development and having a supplementary mandate to coordinate government efforts. Research has shown that NSDCs usually operate as an advisory body to government, examining sustainable development issues and advising in public and private reports on the evolution of any national sustainable development strategy or policy. These NSDCs should include civil society and can offer advice of their own volition or at the request of the government or legislature.

¹⁵ Sarwar, MB (2015). National MDG implementation: Lessons for the SDG era, Overseas Development Institute, www.odi.org/sites/odi.org.uk/files/odi-assets/publications.../10003.pdf.

¹⁶ Osborn, D. Cornforth, J. & Ullah, F. (2014). National Councils for Sustainable Development: Lessons from the past and present, Stakeholder Forum, <http://www.stakeholderforum.org/fileadmin/files/NiestroySDG%20thinkpiece%20-%20FINAL2.pdf>.

TIP

Most commonly, an SDG taskforce will involve a broad cross-section of stakeholders and national government ministries and departments, as well as independent statutory institutions with relevant mandates (e.g. the national human rights institutions or the supreme audit office). In decentralised countries, it may also involve representatives of subnational governments. And whilst nongovernment representatives are also becoming involved at increasing rates, advocacy must also focus on encouraging inclusion and space for CSOs to engage and feed in experiential and/or expert inputs.

TIP

Build on what already exists if you can. After fifteen years of MDG implementation, there are already likely to be coordination mechanisms in place. If so, you should consider whether and how existing mechanisms can be reworked to support Goal 16 implementation. For example, if your country is already a State Party to UNCAC, there may be some form of anti-corruption interministerial group or officials working group in place that could be tasked with overseeing implementation of some of the Goal 16 targets. Likewise, many developing countries already have Rule of Law coordination groups that organise support across the law-and-justice sector and could be tasked with Goal 16 oversight.

TIP

If you are undertaking advocacy towards the government, you can find out whether you can engage with any existing sectoral working groups. For example, many countries already have established law-and-justice working groups that bring together different institutions across the justice sector to discuss common issues and ensure a joined-up approach to access to justice. Sometimes, these working groups will have subcommittees to address specific issues such as child trafficking or corruption.

Input into SDG Implementation Plans

At this early stage of SDG implementation, a key focus of national governments will be reviewing domestic policy frameworks and processes to identify how they can align with the SDGs and facilitate effective implementation. This is a critical opportunity for civil society to fundamentally shape the national SDG implementation agenda, including through promoting overarching strategic approaches to Goal 16. Many countries already have national development plans in place and/or sectoral plans that coordinate work in a specific area, for example, a law-and-justice or anti-corruption strategy. The key in every context will be to work out whether and how existing strategies and policies can be reviewed and reworked to provide targeted guidance in support of Goal 16 implementation. There are a range of ways that civil society can assist the government during the process of policy review and development.

If you have undertaken a gap analysis (see Part 2) or other research, you can **share the information you have collected and your recommendations**. Information such as survey data, technical statistics and lessons learnt from implementation of previous policies can be very useful during this process.

You can **provide expert technical advice** to government officials. Many civil society organisations have developed strong expertise in their area of work—for example, on how to tackle corruption or how to protect children in communities—that can be shared with the government. In particular, collecting comparative information on what other countries are doing that is working can be particularly useful.

You can **share innovative ideas** with the government. Civil society is known to be particularly good at piloting new ideas and learning by doing. Ideas such as participatory budgeting and local public-expenditure hearings were initially innovated by civil society before government took them up more systematically.

If you have a membership base or are part of a network, you can **facilitate inputs from the public during the policy consultation phase**. Civil society has often been very effective in working as an inter-

Case Study: Developing Participatory Plans to Implement Goal 16

In 2015, two international organisations—Namati and the Open Society Foundations (OSF)—worked with national partners to organise multi-stakeholder meetings to discuss the post-2015 agenda and identify opportunities to utilise Goal 16 at the national level. Each country took a different approach:

Kenya: The lead NGO, Kituo cha Sheria, partnered with the Kenyan Parliamentary Human Rights Association (KEPHRA), the Kenya Human Rights Commission (KHRC), the Office of the Attorney General and the Office of the Chief Justice to convene two days of meetings. Their initial aim was to create a national justice plan tied to Goal 16. However, government officials warned that a new plan would take several years to pass and could stall progress on SDG implementation more generally. Accordingly, stakeholders changed their plans and focused on better integrating Goal 16 into draft legislation and utilising momentum around the SDGs to push that draft legislation through Parliament. As a result, Goal 16 was integrated into the Legal Aid Bill, the Access to Information Bill and the Community Land Bill, all of which were finally brought to Parliament for debate after extended drafting processes. Indicators to track Goal 16 were also integrated into the draft National Human Rights Policy and Action Plan.

Philippines: The lead NGO, the Alternative Law Group, partnered with a number of other NGOs, as well as the National Anti-Poverty Commission (NAPC) and the National Economic and Development Authority (NEDA). They organised a meeting to raise national awareness on the SDGs generally and to integrate Goal 16 into the new Philippines Development Plan (PDP). Sixty representatives from government, donor agencies, civil society and the private sector attended. As a result of the meeting, the government and civil society agreed to partner to develop a new justice sector chapter to be integrated into the PDP based on nationwide consultations. It is anticipated that this work will be undertaken in 2016 and that the final justice sector plan will be financed through sector-wide budgeting.

mediary between the government and the public to help explain complex technical information and to channel public inputs back into the policy process.

TIP

Don't reinvent the wheel. MDG implementation was often sidetracked by interminable policy development processes, which diverted attention and resources. Ideally, existing policies can be improved upon as a first step and then redeveloped at the end of their current cycle. The key is for you to identify what may have been missing, what can be improved upon and what can be added, and then provide concrete recommendations to the government for action.

TIP

It is unlikely that local governments will have been heavily involved in the initial negotiations on the SDGs because they are less engaged in intergovernmental processes. As such, civil society could provide briefings for local government officials on the 2030 Agenda and Goal 16 specifically. Civil society can be active in bridging the common divide that exists between national and subnational government officials. For example, civil society can identify, and advocate in support of, ways of channelling subnational perspectives into national SDG bodies such as interministerial working groups.

Part 4

Supporting National Implementation of Goal 16

We underline the need to promote peaceful and inclusive societies for achieving sustainable development, and to build effective, accountable and inclusive institutions at all levels. Good governance, rule of law, human rights, fundamental freedoms, equal access to fair justice systems and measures to combat corruption and curb illicit financial flows will be integral to our efforts.

Addis Ababa Action Agenda of the Third International Conference on Financing for Development

Whilst the *2030 Agenda* and the SDGs are explicitly claim to be ‘universally applicable’, governments have rightfully recognised that there was no one-size-fits-all approach to implementing the SDGs. Over the next fifteen years, civil society will have a critical role in the support and strengthening of government-led processes, including working with ministers, government departments and the legislature to contextualise Goal 16 and to identify steps to take local implementation forwards.

Working with Government Institutions to Improve Programmes

One of the most important ways that civil society can support the implementation of Goal 16 is through direct engagement in running or supporting programmes. Many civil society organisations have proven experience working with government institutions to help ensure the effective rollout of programmes and can bring this expertise to Goal 16 activities. Some common entry points for support include:

Working to strengthen core government functions:

There are a few cross-cutting departments whose activities underpin all of the Goal 16 targets and the *2030 Agenda* more generally. These are often referred to as ministries performing ‘core government functions’, namely policy and planning, financial management, public-service management and information management. These four areas of work are not necessarily all undertaken by the same ministry (or ministries); their responsibilities may be scattered across ministries/departments. Activities in support of these areas include: supporting participatory budgeting; undertaking citizen report cards to assess the effectiveness of public expenditures; undertaking citizen audits by accessing information and verifying programme/budget implementation and/or identifying ghost workers on the payroll; and supporting e-governance or web-based information-dissemination schemes.

Working with sectoral ministries and/or statutory bodies:

A number of the Goal 16 targets are addressed at specific institutions, such as law-and-justice bodies, anti-corruption institutions and decision-making bodies (at both national and local

levels). Many will already have ongoing programmes of work that civil society may be a part of. Activities in support of these bodies include: law-and-justice sector human-rights training; prison-visiting schemes; treaty shadow reporting (in particular, regarding the UNCAC, the UNTOC and the CRC); and setting up grievance-redress mechanisms for reporting maladministration or malfeasance (including whistle-blower hotlines).

Working with local government bodies: Many of the Goal 16 targets focus on activities that take place at the local level. As such, it will be critical to develop partnerships with subnational institutions to support them to more effectively design and implement programming in a joined-up way. Significantly, whilst local governments are well-recognised as deliverers of services (e.g. related to law and justice, birth/death/marriage registration), they are also key entry points to support people's engagement in public decision-making and accountability processes. Activities in support of these bodies include: supporting local-level participatory budgeting; piloting efforts to engage young people and women more proactively in decision-making bodies; undertaking citizen audits of local level programmes; and trialling alternative dispute resolution mechanisms and/or complaints mechanisms.

TIP

Cabinet meetings are often closed to outsiders. To get around this restriction, civil society can offer to host their own briefings for Cabinet members. If you can find a Goal 16 champion within Cabinet, he or she could co-host the meeting, which would increase the chances of other ministers attending. If you brief Cabinet, it is important to have concrete recommendations that you want Cabinet to pursue. An initial recommendation could be to ask for updates on SDG planning and implementation as part of their regular Cabinet agenda in order to ensure that government officials take the *2030 Agenda* seriously.

TIP

The national budget process can be an important opportunity to ensure that proper resources are dedicated to implementing Goal 16. Usually, the budget will be developed through an inter-ministerial process and finalised by the Treasury/

Ministry of Finance before it is approved by the Cabinet and submitted to the legislature for final approval. There are opportunities at all of these points to get involved in lobbying for more funding to be directed towards Goal 16 programmes. Find out about your budget process and identify points at which you could influence the process for the benefit of your campaign. Don't forget the legislative process of budget adoption—usually the budget will be referred to a legislative committee for detailed hearings and inquiries, and this may provide an opportunity to feed supportive legislators with information to make the budget better.

TIP

In many countries, the legislature will have some process that enables any legislator to ask a question of a minister on any issue they choose. In parliamentary systems, this is known as 'Question Time', whereas in other systems the process involves what are called 'interpellations'. Civil society can work with supportive members of the legislature to encourage them to use these processes to question ministers and draw attention to Goal 16 issues. For example, civil society can find a member to ask the minister for justice what he/she has been doing to support anti-corruption enforcement through law reform or ask the prime minister for the status of the national Goal 16 strategy.

Participating in Law Reform

A core part of any Goal 16 implementation plan will most likely involve some elements of law reform to ensure that the country's 'enabling environment' is conducive to achieving the overall goal. Any initial gap analysis (see Part 2) will likely include an assessment of key areas for law reform. This analysis can then help inform decisions about which reforms to prioritise. The most common avenue for progressing law reform is through working with relevant ministries within the executive branch. It is the executive government that usually proposes law reforms—though in many countries it is also possible for legislators to propose new laws or amendments (see below). It is critical to get the ministry responsible for legislative drafting inside early so that they will prioritise the draft law. As a first step, find out how the law-making process

Case Study: Innovating to Show Government How to Implement More Effective Programmes

According to a study from the International Movement ATD Fourth World, in Senegal, birth registration is compulsory. Every birth must be declared within the first month. However, despite the Senegalese government carrying out a nationwide campaign in 2004 in order to raise awareness about birth registration, many families living in poverty were not registering their children's births. Following the launch of a regional birth registration campaign, the Senegalese government intensified its social mobilisation to give every child the right to an official identity. When ATD heard about the new campaign, they decided to undertake research (through at-home interviews) to find out why poor families were not systematically registering their newborns. They found that families were often discouraged by the complexity of the procedures and the price of getting a birth certificate. ATD recognised the importance of investigating the root causes behind this issue before developing responses.

In support of the government's campaign, activists of the ATD Fourth World Movement were mobilised and partnered with grassroots organisations that worked with some of the most disadvantaged communities. The activists regularly organised door-to-door and group sensitisation on the issue. Innovatively, ATD worked with communities to map families without birth certificates and then organise monthly meetings with affected people and local authorities to discuss their issues and come up with solutions. ATD believes people living in poverty should be involved in defining the problem themselves and be given space to have open dialogue with other stakeholders. ATD staff also met with officials to sensitise them to the particular obstacles faced by families living in poverty. ATD has provided direct support to families to help them get birth certificates, both for the adults and for their children. As a result of their efforts, procedures were simplified and there has been a tangible increase in birth registrations.

works, particularly which body within the government is responsible for the actual drafting of laws (e.g. the State Law Office, Office of the Attorney General or the Ministry of Justice). Oftentimes, one ministry will be responsible for the particular Goal 16 issue of interest and another ministry will be responsible for legislative drafting; in such cases, it is important to work with both ministries.

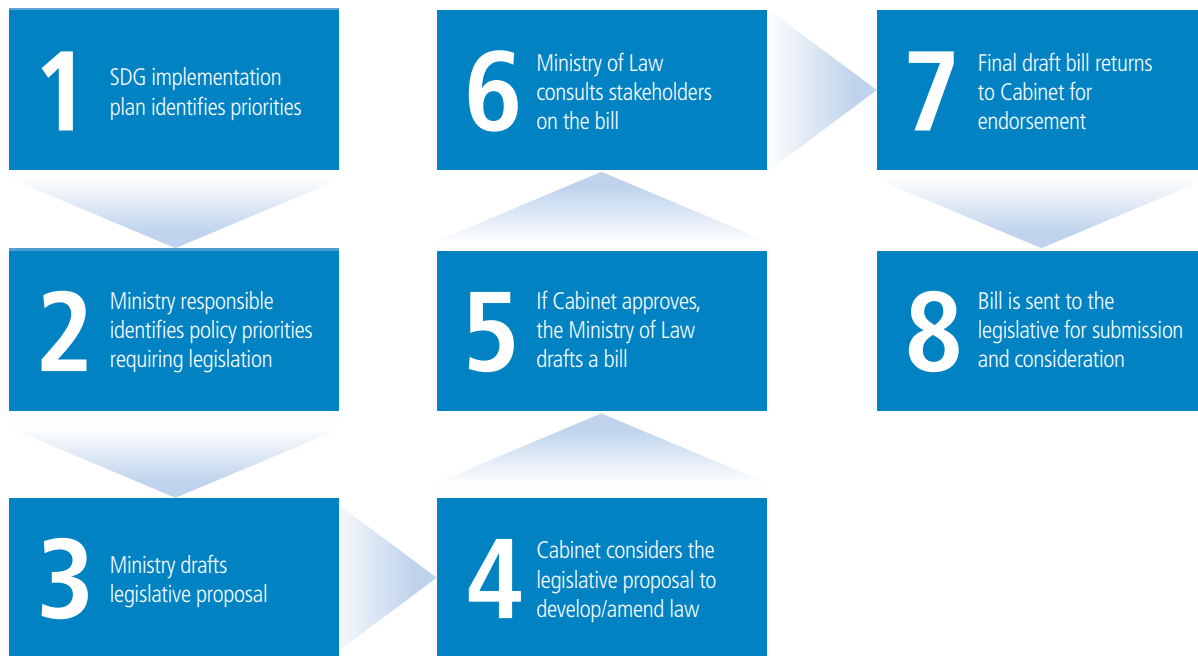
Although the exact process will differ across countries, there are a number of common entry points for engaging with the executive branch to support law reform.

Educate and lobby Cabinet, key ministers and particularly the minister responsible for the administration of laws/justice to take up your issue(s) for law reform.

Provide technical advice to the ministry or office responsible for legislative drafting to develop a proposal for law reform that will then be discussed and approved within the Cabinet and write a draft law, drawing on comparative good practice from other jurisdictions.

Support the ministry or office responsible for legislative drafting to undertake public consultations to inform the draft law.

Figure 1: General Process for Drafting or Amending Laws



TIP Areas for law reform that may be necessary to implement Goal 16 include: criminal law provisions to prosecute human trafficking (Target 16.2); criminal law provisions to prosecute bribery and corruption in accordance with UNCAC Chapter 3 (Target 16.5); financial-management transparency and accountability legislation and regulations (Target 16.6); policies requiring consulting with citizens in decision-making (Target 16.7); FOI legislation (Target 16.10); and antidiscrimination legislation (MOI Target 16.b).

TIP If you want your advocacy to have impact, you need to be ready to offer technical advice on the details of the law reforms for which you are lobbying. Ideally, you will have capacity within your organisation already, but if not, you can bring in legal expertise through volunteers (e.g. law stu-

dents and their professors) or pro bono legal help (e.g. from supportive private law firms) and/or you can partner with international expert NGOs who offer free law-reform advice.

TIP In some areas, intergovernmental bodies or NGOs have developed template laws that you can use for inspiration. You should draw on model laws, where they exist, though they should be adapted for your local context. For example, Article 19 has a model Freedom of Information bill¹⁸ and the UNODC has developed numerous legislative guides on anti-corruption and transnational and organised crime (in support of implementation of relevant treaty obligations).¹⁹

¹⁸ Article 19 (2001). Freedom of Information Model Law, <http://www.right2info.org/resources/publications/article-19-model-foi-law>.

¹⁹ For tools regarding UNCAC, see <https://www.unodc.org/unodc/en/treaties/CAC/>, and for tools regarding UNTOC, see <https://www.unodc.org/unodc/en/organized-crime/index.html>.

Case Study: Legislators and Civil Society Advocating for Anti-corruption Action²⁰

The Global Organisation of Parliamentarians Against Corruption (GOPAC) is the only international network of parliamentarians focused solely on combating corruption. Its members represent more than fifty countries in all regions of the world. They are current or former legislators who collaborate on a nonpartisan basis. GOPAC explicitly recognises the value of civil society partnership, committing to 'achieve accountability and transparency through effective anti-corruption mechanisms and inclusive participation and cooperation between parliamentarians, government and civil society.'

GOPAC's Participation of Society Global Task Force (GTF-PoS) highlights the importance of parliamentarians engaging with their constituents and working collaboratively with civil society to raise awareness of corruption issues and lobby for legislative and administrative changes aimed at combatting corruption. For example, in 2014, GOPAC Argentina convened a meeting to discuss legislative transparency with the goal of creating a resolution on access to information that both houses of Congress could accept. The meeting was organised in collaboration with a group of CSOs dedicated to legislative transparency in Latin America, and was attended by both legislators and NGOs in Argentina.²¹ GOPAC also partnered with Transparency International Canada to bring together Canadian CSOs working on anti-corruption and transparency. The group discussed opportunities to increase their collective impact and identified a number of key shared issues, including beneficial ownership, whistle-blower protection and joint anti-corruption advocacy.²²

²⁰ <http://gopacnetwork.org/programs/participation-of-society/>.

²¹ http://gopacnetwork.org/Docs/AnnualReport2014_Web_EN.pdf.

²² Ibid.

Figure 2: Example entry points for working with legislators



Although laws and amendments are commonly drafted by the executive branch, in many countries, members of the legislature can also propose their own laws (whether because the congress/assembly has its own law-making powers or through private members' bills). Where this is possible, individual legislators and/or coalitions of legislators could also be encouraged to develop draft laws. When legislators who are willing to sponsor a law or amendment are identified, civil society can provide them with technical assistance to put together a draft law. In

the United Kingdom, for example, early efforts to enact FOI legislation were done through the tabling of a Private Members' FOI Bill by opposition MPs, who were supported by the UK Campaign for Freedom of Information.

In most countries, when a draft law is finally tabled for consideration by the legislature, it will be referred to a relevant legislative committee for review (e.g. a law on organised crime may be referred to the law-and-justice committee of the legislature). In some countries, these committees

have their own expert support staff, but in many countries, their resources are scarce and an offering of technical support may be welcomed. Many legislative committees will organise public hearings on to enable the public to provide their opinions on a bill's content. This is a critical opportunity for civil society groups to be proactive by making submissions (whether in writing or in person) to such legislative committees to ensure that law reforms achieve their goals and are human-rights compliant.

TIP

Most legislatures have some form of committee system whereby legislators sit together in smaller committees to oversee specific sectors of government work. Many countries will already have an established legislative law-and-justice committee and/or financial/budgetary-oversight committee that could amend its terms of reference to enable legislative committee oversight of Goal 16 implementation. Issues such as legal identity or child trafficking could also be considered by committees on social welfare or child protection, and corruption could be dealt with through a legal committee or cross-sectorally by including public-accountability/anti-corruption oversight in the terms of reference of all sectoral committees (e.g., the health-and-welfare committee or education committee).

TIP

Whilst developed country legislatures usually have substantial staff to support their legislative committees with research and analysis of proposed laws, many under-resourced legislatures will likely have only limited technically proficient staff, such that an offer of research and drafting support by civil society organisations to legislative committees would be welcomed. You can identify committee members who are supportive of Goal 16 and offer them support in analysing the draft laws they are given to review and/or in drafting committee reports and amendments as appropriate.

TIP

Members of the legislature can often be as influential as ministers or government officials. Particularly in parliamentary systems, it is even the case that, within a few years, a champion in the opposition can become a minister in the government. You may consider undertaking advocacy towards legislators. In many countries, issues-based legislative 'friendship groups' exist within legislatures, bringing cross-party groups of legislators together around a particular cause. For example, Amnesty International (AI) supports many parliamentary friendship groups committed to human rights,²³ and the United Nations Population Fund (UNFPA) supports parliamentary groups on population and development.²⁴ Some legislatures also have youth caucuses or women's caucuses that bring together smaller groups of legislators with common interests. These caucuses could also be encouraged to take on Goal 16 and champion inclusive governance and peace.

Undertaking Strategic Litigation

Whilst law reform is most commonly pursued through deliberate amendment of legislation, it is also possible to advocate for change through what is called 'strategic litigation'. This refers to public-interest litigation that is deliberately undertaken in an effort to clarify, amend or extend the law in support of an overarching law reform campaign. Strategic litigation has most commonly been used by human-rights activists who have pushed for pro-rights interpretations of the constitutional bills of rights in their countries.

Strategic litigation can be costly, but in countries with activist courts and/or a strong rights-based constitutional framework, courts may be willing to take action before the government or legislature does. Successful strategic litigation results in an interpretation by the courts that is supportive of Goal 16 and will act as a precedent in future cases. In the Goal 16 context, for example, there is precedent for strategic litigation in support of the constitutional

23 http://www.amnesty.org.uk/sites/default/files/how_to_lobby_your_mp_0.pdf

24 <http://www.unfpa.org/tags/parliamentarians>

right to freedom of information,²⁵ and more recently, anti-corruption advocates have taken cases to the courts to crack down on campaign financing by private sector donors.²⁶ The judgement of a court, particularly a higher court, will stand as the law of the land, unless and until the legislature passes a law to override the court's decision. Strategic litigation can also be used as an effective tactic to ensure that a new/amended law is being properly implemented and applied once legislation is passed. For example, where the government is slow in dedicating resources to implementation, litigation may be pursued to press the government to fulfil its obligations. Where the government is seen to be misinterpreting the law, litigation in the courts can be very useful as a way of providing the executive and the bureaucracy with clear guidance on the meaning and content of the law.²⁷

Whilst strategic litigation can be a useful means of promoting legislative reform, it also has its challenges.²⁸

- It can take considerable time and money, particularly in the higher courts. However, if you can access free legal advice, this will substantially reduce your costs.
- It can be difficult for non-lawyers to identify opportunities for strategic litigation. However, if you have lawyers as members of your civil society coalition, they can be excellent resources when working out your litigation strategy.
- If the case is unsuccessful, there is the risk of getting an unhelpful interpretation of the law. This is more likely in areas of law that are considered controversial (e.g., anti-corruption obligations) or if the case is being heard by a conservative or politicised court.

TIP

Strategic litigation is most often pursued by CSO coalitions that have lawyers as part of their membership or who can access pro bono legal advice. If law reform is part of your Goal 16 strategy, you should consider how to proactively reach out to the legal community to identify partners willing to assist. There are also international groups who are sometimes willing to provide free advice, for example, the American Bar Association (ABA) and the International Development and Law Organisation (IDLO).

25 Roy Peled & Yoram Rabin (2011). 'The constitutional right to information', Columbia Human Rights Law Review, 42, pp. 373–80, http://www3.law.columbia.edu/hrlr/hrlr_journal/42.2/Peled_Rabin.pdf.

26 Michaela Whitbourn (2015). 'High Court upholds state-wide ban on political donations from property developers', Sydney Morning Herald, 7 October, <http://www.smh.com.au/nsw/high-court-upholds-statewide-ban-on-political-donations-from-property-developers-20151005-gk21ja.html>.

27 FWRM & RRR (2010). Changing Laws: A Legislative Lobbying Toolkit, pp. 63: <http://www.fwrn.org.fj/images/fwrn/publications/general/Changing%20Laws%20-%20Lobbying%20Toolkit.pdf>

28 Ibid

Case Study: Using Strategic Litigation to Demand Climate Change Action by the Dutch Government²⁹

In what is understood to be the first time that European citizens have tried to hold a state responsible for alleged inaction on climate change, in June 2015, 866 plaintiffs and the environmental NGO Urgenda were victorious in their strategic litigation against the Dutch government. Urgenda worked with the plaintiffs to use international human-rights law, alongside domestic law, as a legal basis to protect citizens against climate change. Urgenda brought the lawsuit alongside plaintiffs who included teachers, entrepreneurs and artists, as well as children legally represented by their elders. Dennis van Berkel, who works for Urgenda, said: 'We wanted to show that this is not just one organisation that had an idea but a broad movement of people who are very concerned about climate change and believe it's necessary to sue the state over it.'³⁰ From the beginning of the litigation process, Urgenda put all its legal documents online, translated them into English and encouraged groups from other countries to use its work.

The plaintiffs had accused the Dutch government of negligence for 'knowingly contributing' to a breach of the 2 degree Celsius maximum target for global warming. In what was the first climate liability suit brought under human-rights and tort law, their legal arguments rested on the legal principles forbidding states from polluting to the extent that they damage other states and the European Union (EU) 'precautionary principle', which prohibits actions that carry unknown but potentially severe risks. The judge in the case found that the threat posed by global warming was severe and had already been acknowledged by the Dutch government in international agreements. On that basis, it was found that the Dutch government had a duty to act. No other court in the world has ever directly ordered a government to cut carbon emissions, and the landmark ruling from this strategic litigation could have implications across the globe.

²⁹ This case study is drawn from multiple online sources: Urgenda (2015) 'Urgenda wins the case for better Dutch climate policies', Press Release, <http://us1.campaign-archive2.com/?u=91ffff7bfd16e26db7bee63af&id=11fab56e93&e=46588a629e>; Howard, E (2015). 'Dutch government facing legal action over failure to reduce carbon emissions', The Guardian, <http://www.theguardian.com/environment/2015/apr/14/dutch-government-facing-legal-action-over-failure-to-reduce-carbon-emissions>;

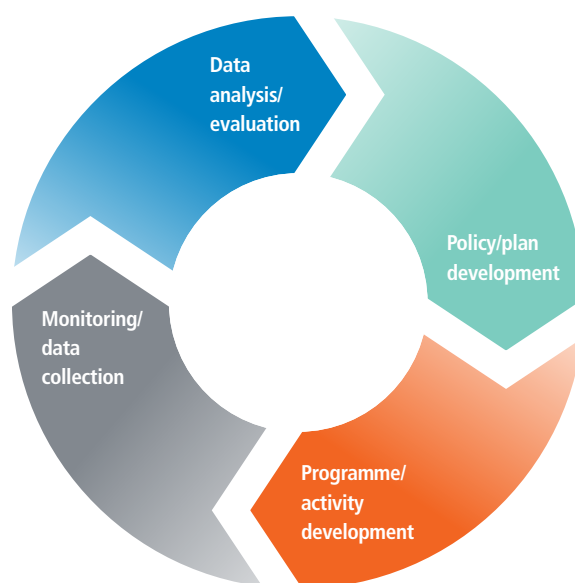
³⁰ Howard, E (2015). 'Dutch government facing legal action over failure to reduce carbon emissions', The Guardian, <http://www.theguardian.com/environment/2015/apr/14/dutch-government-facing-legal-action-over-failure-to-reduce-carbon-emissions>;

Part 5

Supporting National Follow-up and Monitoring for Goal 16

Lessons learnt from the MDGs highlight the need for the *2030 Agenda* to be accompanied by a robust follow-up and monitoring framework, both internationally and nationally, to enable the public to ensure that governments and other duty-bearers are held accountable for meeting the Goals. The UN secretary-general has noted that a lack of accountability is one of the reasons for shortfalls in progress to achieve the MDGs.³¹ Whilst the participatory development of SDG implementation plans is an important first step, experience has shown that ongoing monitoring, review and recalibration of such plans will be critical to ensuring that they stay on track and deliver real progress. Although the language of ‘monitoring and evaluation’ has become increasingly common, the infrastructure to support monitoring has not followed apace in most countries. Even where monitoring is undertaken, this information does not always feed back into implementation efforts—in many cases, civil society cannot even access this monitoring data from governments—and opportunities to reflect upon progress or lack of it, and to then improve what is being done, are missed. Whilst national statistical offices will be the primary bodies responsible for monitoring SDG progress, data being produced by other actors will also play a crucial role in providing a robust and accurate picture of progress at all levels.

Figure 3: National monitoring cycle



Engaging in National Follow-up Processes

For any Goal 16 plan to be successful in managing resources for impact, it is essential that it is supported by a clear monitoring framework that can help policymakers and the public assess whether progress is being made and identify gaps in implementation.³² Ideally, the national planning process will also include a procedures for indicator development to ensure

³¹ United Nations (2010). Unmet Commitments, Inadequate Resources, Lack of Accountability Hampering Achievement of Millennium Development Goals, Says Secretary-General, UN Press Release, 16 March, <http://www.un.org/press/en/2010/sgsm12789.doc.htm>.

³² This section assumes that some form of SDGs plan (or an equivalent sectoral plan) is in place. Without such a plan, it will be very difficult to systematically move forward with implementation and/or to monitor progress. If no plan is in place, advocacy for the development of one may well be a key policy aim for civil society.

Case Study: Civil Society Budget-Monitoring Exposes Funds Diverted from Development of Dalits

In India, Dalits were historically treated as 'untouchables' and discriminated against despite specific protections in the 1950 Constitution of India. In 1980, the government introduced the Scheduled Castes Sub-Plan (SCSP) to ensure that at least 16 per cent of government development spending directly targeted Dalits. In 1995, the government introduced budget code 789 to categorise SCSP funds and enable expenditure tracking. However, this code was underutilised by the national and many state governments.

In 2006, the National Campaign on Dalit Human Rights (NCDHR) started working with the NGO Centre for Budget and Governance Accountability (CBGA) to develop a methodology to analyse and track code 789 expenditure. After attempting unsuccessful strategic litigation, NCDHR used the Right to Information Act (RTI) to ask government why it was not using code 789 or disseminating research to MPs, the auditor general, the planning commission or other relevant institutions. It also ran workshops around the country to train activists to do similar budget analysis in their own regions and organised a major demonstration to protest against non-development for Dalits. In 2008, before the RTI request was finalised, the Delhi government instructed all of its departments to use code 789—NCDHR's first big budget victory.

In 2010, the Commonwealth Games were held in Delhi. There were many allegations of high-level corruption in connection with the Games. The Housing and Land Rights Network (HLRN), an NGO coalition, uncovered a document that suggested that SCSP funds had been used to help pay for the Games. NCDHR used its knowledge of budgets to confirm that the SCSP funds had been diverted. After it publicised the findings, the national parliament discussed the issue for two days, and the minister of Home Affairs admitted that government money was unfairly diverted from Dalits. Subsequently, the government made it compulsory for all departments to use code 789 in the 2011–12 budget, and in 2010, the planning commission set up a taskforce to revise the guidelines for the SCSP.

that there are clear, practical and achievable outcomes envisioned. Developing strong and robust indicators that measure progress on the full scope of Goal 16 targets is the first step in ensuring that governments are prioritising these issues and that citizens can hold them accountable for delivering on them.

In many ways, civil society stakeholders serve as the most indispensable part of the measurement, monitoring and accountability framework, as they often provide a critical link between governments and stakeholders. Local civil society stakeholders can therefore play a key role in monitoring and review processes at the national level. Working in constructive ways with governments will be important to doing this, ideally by building trust and rapport so that governments see civil society as partners to be engaged for the benefit of the overall agenda. This will help ensure that NGOs are able to track progress and advocate for redesign efforts as necessary—ensuring that, if the process veers off course, they can contribute to a ‘mid-course correction’ and recalibration, as necessary.

TIP

Civil society has been particularly effective in promoting public accountability, anti-corruption and transparency efforts through what are called ‘social accountability initiatives’. Through these initiatives, civil society works with government departments and communities to facilitate feedback loops, empowering the public to be more involved in decision-making and holding the government accountable for their activities.

Collecting and Using ‘Citizen-Generated Data’

Where the original MDGs only had had eight goals, twenty-one targets and forty-eight indicators, the SDGs cover a much broader range of issues, and have seventeen goals and one hundred and sixty-nine targets—with many targets covering multiple issues, including Goal 16 itself. It has been recognised that indicators do not need to rely on information that already exists, but should be designed to reflect what *should* be measured, with statisticians then tasked with devising approaches for *how* to undertake such

measurements. However, given the limited capacity and resources that are traditionally allocated for national statistical offices, these statistical systems will likely be far overstretched when it comes to collecting data on all SDGs. To sufficiently monitor and track progress of the SDGs, there is a need for new and innovative data sources that come from partners outside of the official statistical systems.

Whilst policymakers need data to make decisions, civil society and the media need data to monitor progress. Nonofficial data from a wide range of sources—including civil society, academia, the private sector and other multilateral institutions—offer complementary data that can be used to triangulate reports and ensure that figures portray the genuine reality within society. It can be problematic for official bodies to be given the sole responsibility for monitoring state performance, especially when it comes to justice, the rule of law or human rights. Using a balanced range of sources can be important in building public trust and credibility in the SDGs and how they are being monitored. Civil society can therefore be very useful to government in supporting data collection. Additionally, need for perceptions-based and experiential data is growing, and is particularly relevant for issues around inclusive and accountable institutions and peaceful societies.

Civil society, citizen-generated and other ‘nonofficial’ data sources—such as those produced by research institutions, academia, the private sector and citizens themselves—can complement official sources of data, fill data gaps and supplement official reporting when data quality is insufficient. Civil society and citizen-generated data can be particularly useful in providing a snapshot of progress in subnational contexts, including amplifying the citizen perceptions in an effort to fulfil the *2030 Agenda’s* commitment to ‘leave no one behind.’ Additionally, data production from a variety of sources means data ownership across society. In some countries, national statistical offices are not entirely impartial, such that nonofficial data can help scrutinise official reporting and raise the alarm if the process becomes politicised.

Case Study: Harnessing Civil society Expertise in Data Collection and Analysis

Already, many CSOs have become experts in collecting and analysing data through methodologies that could be useful to governments tracking implementation of the SDGs. For example, data can be utilised from global surveys (e.g. Transparency International's Global Corruption Barometer) or more localised data generated by marginalised people at the community level (e.g. the citizen-generated data project Map Kibera). Some CSOs also analyse data from publicly available (open) sources (e.g. the Publish What You Fund Aid Transparency Index) and others collate data through expert assessments (e.g. CIVICUS's annual State of Civil Society Report).

Many NGOs have also started utilising crowdsourcing technology for better data collection and analysis. Such initiatives could revolutionise monitoring efforts by enabling citizens to share their experiences and feedback on government policy gaps or failures. For example, in Egypt, HarrassMap³³ operates as a digital platform that allows people to report harassment. This information is then showcased via a mapping tool showing where such incidents have occurred, enabling policymakers to better target their efforts. Likewise, in India, the IPaidABribe³⁴ website has been a raging success, enabling people across the nation to report demands for bribes from government officials. This data is then mapped and more detailed stories are included to enable follow-up by authorities. The website has been so successful that it has been replicated in fourteen countries to date.

TIP

Measuring the Goal 16 indicators should involve citizen perception or experience surveys. For the measurement process to be accountable, it is essential that the indicators include survey-based evidence based on personal assessments, rather than being limited to information compiled by national or international officials. Including the public in monitoring ensures people's participation in giving expression to their ongoing needs. Experience shows that people-centred outcomes are best captured using experiential or perception-based surveys. Furthermore, surveys are shown to best meet the criterion of being easy to understand and are as universal and aspirational as administrative or treaty data.

Civil society has considerable experience in undertaking systematic and regular surveys for the purposes of assisting governments to monitor the

effectiveness of programmes. For example, national Transparency International chapters around the world support the compilation of the global Corruption Perceptions Index each year,³⁵ and many chapters have undertaken national surveys to inform the development of their national anti-corruption strategies. Likewise, Global Integrity has undertaken national-level assessments of the integrity framework.³⁶

33 <http://harassmap.org/en/>

34 <http://www.ipaidabribe.com/>

35 <http://www.transparency.org/research/>

36 <https://www.globalintegrity.org/research/reports/>

Part 6

Engaging with Goal 16 at the Global Level

A key element of the *2030 Agenda* is that it is universal, recognising at the outset that nationally contextualised approaches are critical to its success. That said, it is endorsed as a unified vision to guide the actions of every country around the world. In that sense, it is both a national and an international programme of action. Whilst implementation will be driven from home, international actors and processes will remain important to efforts to achieve the SDGs, including Goal 16, which specifically recognises that global governance must be more inclusive (Target 16.8).

Identifying Multilateral Institutional Targets and Partners

With a variety of agencies, taskforces, working groups and the like established to support the development and implementation of the SDGs, navigating the international development scene can be complicated. Broadly, there are five key groups working internationally who will be actively engaging with all SDGs, placing additional focus on Goal 16. Each of these groups is also comprised of a complex subset of organisations with which you may need to become familiar.

- **United Nations:** The UN and its many funds and agencies will contribute significantly to the implementation of the 2030 Agenda. The SDGs and their targets will now guide their operations, and over the coming years, it is likely that their strategic plans will become increasingly aligned with the SDGs. At the national level,

the United Nations Country Team (UNCT) will help governments engage with the SDGs, and could be great entry points for civil society to engage in national planning and monitoring processes. The United Nations Development Programme (UNDP) is an additional useful target because they are responsible for assisting the entire UNCT with providing joined-up support to the SDGs. UNDP is also the only UN agency with a presence in nearly every country, which makes them a useful partner for the entire SDG framework.

- **International Financial Institutions (IFIs):** The IFIs generally include the World Bank, International Monetary Fund and World Trade Organisation, as well as the regional development banks. Target 16.8 focuses on inclusive governance of the IFIs. More generally, many of these organisations provide considerable funding and technical assistance in support of issues covered by Goal 16, particularly in relation to institution-building and access to justice/rule of law.
- **Regional intergovernmental bodies:** Whilst the UN has been leading the coordination of the SDG development process to date, regional political, economic and social intergovernmental bodies are operating as effective intermediaries between international agendas and their national uptake at increasing rates. Organisations like the African Union (AU), the European Union (EU), the Organisation of American States (OAS), the Association of

Southeast Asian Nations (ASEAN) and the Arab League will all play key roles in supporting national governments to move this agenda forwards. In particular, their political and rule-of-law divisions can be useful allies in localising Goal 16 for national partners.

- **Development partners:** Although the new SDGs are intended as a universal agenda applicable to all countries equally, official development assistance (ODA) is still a core part of the implementation framework for the *2030 Agenda*. In July 2015, the Addis Ababa Action Agenda was endorsed by governments in support of the *2030 Agenda* and recognised that a mix of ODA,

domestic financing, and private-sector financing would need to be harnessed if implementation of the SDGs was to be achieved.

- **International NGO coalitions/initiatives:** In order to support and complement national efforts, a number of international groupings of NGOs have developed around either the SDGs specifically and/or issues covered by the SDGs. The Transparency, Accountability and Participation (TAP) Network is one such international civil society coalition, but many others bring together the voices, stories and experiences of national actors and showcase them on an international level. These coalitions can be particularly

Case Study: International and National Civil Society Collaborating to Advocate for the Role of Peace in the 2030 Agenda

In 2014, working with six United Nations Associations (UNA) from around the world, the World Federation of United Nations Associations (WFUNA) ran a twelve-month project called 'Freedom from Violence: Peace, Security and Conflict Prevention in the Post-2015 Development Agenda'. WFUNA supported UNAs in Armenia, India, Rwanda, South Africa, Uganda and Venezuela in the push for the inclusion of peace-building issues in the SDGs. Vertical learning between WFUNA and each UNA, accompanied by horizontal learning between each UNA, added a valuable dimension to the project and helped improve the overall impact. Each UNA attended a detailed WFUNA-led capacity-building workshop that included context-specific training and a tailored toolkit to develop knowledge and skills on the technical aspects of the post-2015 negotiations. UNAs were provided support in identifying target groups and individuals for advocacy activities and were brought together to share best practices and lessons learnt. Ensuring that training remained locally relevant whilst building common practices and standards, project participants were provided with the necessary tools to design and pursue their own local initiatives.

During the project, UNAs approached their advocacy in many different ways. Participants launched blogs and social-media pages to engage wider groups of society. Twelve TV shows, twelve radio broadcasts and two YouTube videos were recorded to try and raise the profile of the conversation in national and local contexts. Stakeholder meetings and local forums enabled UNAs to target representatives from the media, academia, civil society, and local and national government. As a result of these efforts, more than 11,000 students and civil society activists gained knowledge about the post-2015 agenda, as did more than two hundred journalists and politicians. One UNA was particularly successful in their government advocacy, securing the attendance of their country's president at one of their events. Upon conclusion of the project, forty-seven NGOs and seventy-nine NGO staff members continued to work on including peace and security in the post-2015 development agenda.

useful in making sense of the complexities of multilateral processes and making it easier for national NGOs to channel their inputs into international discussions.

Participating in Multilateral Processes

Even if your own work is locally focused, it will be useful to remain cognisant of major developments at the international level so that you can identify opportunities to leverage support for your own efforts through international forums and processes as appropriate. Already, many NGOs have experience in working with the UN human-rights system and other similar intergovernmental review processes. These kinds of processes—the Universal Periodic Review (UPR) process for human-rights implementation or the UNCAC review mechanism, for example—will continue throughout the period of SDG implementation. Therefore, engaging with these processes will remain important. That said, it is anticipated that additional monitoring and review processes will be specifically designed to track SDG implementation, and you may also want to engage with these directly or indirectly (e.g. by networking with NGOs working at the international level to share information about your own work).

The overarching political mandate and oversight for the SDGs sits with the UN High-Level Political Forum on Sustainable Development (HLPF). The HLPF is mandated to provide political leadership, guidance and recommendations throughout the period of the agenda's implementation. It is also responsible for keeping track of progress; encouraging the development of coherent policies informed by evidence, science and country experiences; addressing new and emerging issues; and providing a platform for partnerships.

The HLPF is a unique hybrid forum that reports to both the United Nations Economic and Social Council (ECOSOC) and the United Nations General Assembly, giving it the ability to discuss technical details about the implementation and follow-up of the *2030 Agenda*, as well as the ability to reinvigorate political will towards the SDGs at the highest level. In

addition to meeting annually under the auspices of ECOSOC, where it will play a central role in global follow-up and review for the *2030 Agenda* through national and thematic reviews, the HLPF meets every four years under the auspices of the UN General Assembly, where world leaders, sustainable development experts and civil society will convene to assess progress towards the SDGs at the highest level, and provide political direction and guidance for SDG implementation in the years ahead.

With the focus around implementation and follow-up and monitoring of the SDGs firmly placed on national governments, the HLPF represents a critical opportunity for countries to convene to collectively discuss progress towards the SDGs and *2030 Agenda*. This will be particularly important to examine key challenges and emerging issues and to explore partnerships between governments, civil society and the private sector to accelerate progress towards achieving the SDGs.

TIP

It will be particularly useful to keep your eye out for the statements and outputs of the HLPF.³⁷ The meetings of the HLPF are designed to be open and inclusive to the participation of civil society and a wide range of other stakeholders, making it a prime target for engagement of civil society at the global level. With the HLPF serving as the main forum for countries to submit their national SDG progress reports, it will be particularly important for civil society organisations that are interested in SDG accountability to keep track of these discussions on a yearly basis. Even for CSOs not able to attend the HLPF in person, meetings will be available via webcast on official UN channels, and outputs and national progress reports will be posted on the UN Sustainable Development Knowledge Platform.

37 <https://sustainabledevelopment.un.org/hlpf>

TIP

Even if your organisation doesn't undertake primary research or data collection, civil society plays an important role in international monitoring processes through the production of 'civil society reports'. In the human-rights sector, for example, many NGOs submit their own reports on treaty implementation to relevant human-rights treaty bodies in order to provide

different or supplemental perspectives on the government's official treaty report. Likewise, some NGOs submit their own civil society reports to the UNCAC review mechanism to provide additional data on implementation of the convention. Civil society organisations could develop simple Goal 16 Alternative Civil Society Implementation Reports to assist national governments and the UN in tracking implementation.

Case Study: Inputting into International Monitoring Processes to Advocate for National Reforms

Based on information from the Human Rights First Rwanda Association (HRFRA), we know that in Rwanda, despite constitutional guarantees for the right to freedom of speech and the media, there remained gaps in legislation and policy to protect these rights. As part of its response to this problem, HRFRA engaged with the Ministry of Justice to input into Rwanda's Universal Periodic Review (UPR) report, drawing attention to the challenges of access to information, freedom of expression and access to justice. HRFRA was active in identifying which ministry was responsible for the UPR process and engaging with the unit responsible for putting together the report. Using evidence-based research, HRFRA provided technical inputs to the report. HRFRA undertook their own legal analysis of existing legislation on media freedom and access to information and incorporated relevant report findings from bodies such as the Rwanda Media Commission (RMC).

As a result of HRFRA's lobbying, one of the key recommendations from the Human Rights Council (HRC) following the 2011 UPR process called for better protections of the rights to freedom of expression, the media and access to information. HRFRA used this as the basis for their advocacy, engaging in open dialogue with the government on how to take this recommendation forwards. Subsequently, Parliament passed Law N°02/2013, which removed certain restrictions on the press in Rwanda, and Law N°04/2013, which gave every person the right to information in possession of public, and some private, bodies. Since then, HRFRA, in partnership with Africa Freedom of Information Network, provided input into the second UPR process, producing a parallel report for Rwanda in November 2015³⁹ that updated the HRC on progress on freedom of expression and information, as well as highlighted ongoing challenges with implementation. It is hoped that these inputs will enable the HRC to make practical recommendations for the government on improving the current rights protections in Rwanda.

³⁹ African Freedom of Information Centre (2015). Rwanda: Submission to the UN Universal Periodic Review, http://www.upr-info.org/sites/default/files/document/rwanda-session_23_-_november_2015/js1_upr23_rwa_e_main.pdf.

Conclusion

To date, the process to define the vision for the *2030 Agenda* and the SDGs has been the most-participatory endeavour that the United Nations has ever undertaken with a wide range of nongovernmental stakeholders. The SDGs and the entire agenda is an action plan that reflects the impetus of millions of people who shared their views on what would be needed for a transformative sustainable development agenda over the next fifteen years.

If our ambition for this new agenda is to stimulate 'inclusive, equitable, sustainable development' and to 'leave no one behind', civil society must ensure that governments are engaging with people in the design, implementation and accountability for sustainable development policies at all levels, and in ways that are transparent, inclusive and participatory. In many ways, the *2030 Agenda* and the SDGs reflect this reality. However, much work remains, and thus the roles of civil society and all other stakeholders remain as important as ever. Whilst civil society stakeholders have had an important role in the development of the vision for the SDGs and the entire *2030 Agenda*, it can be argued that we have an even more important role to play in the implementation and accountability for these commitments.

Whilst there will surely be no one-size-fits-all approach to the advocacy work related to Goal 16 and the SDGs, we hope that this toolkit provides a strong foundation for your work and SDG implementation and accountability. Consequently, we hope that as you use this toolkit, that you'll share your experiences with the TAP Network and help strengthen the capacity of your own organisations, partners and governments towards Goal 16 implementation and accountability.

For more information and to share your experiences with the TAP Network, visit our website at tapnetwork2030.org.

Helpful Links

UNDERSTANDING THE SDGS

- A/RES/70/1 - Transforming our world: the 2030 Agenda for Sustainable Development: http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E
- A/RES/69/313 - Addis Ababa Action Agenda of the Third International Conference on Financing for Development: http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/69/313&Lang=E
- UN Sustainable Development Knowledge Portal: <https://sustainabledevelopment.un.org/frameworks>
- UNDG (2015) Mainstreaming the 2030 Agenda for Sustainable Development: Interim Reference Guide to UN Country Teams: <http://www.undp.org/content/dam/undp/library/MDG/Post2015-SDG/UNDP-SDG-UNDG-Reference-Guide-UNCTs-2015.pdf>
- Sustainable Development Solutions Network (2015) Getting Started with the Sustainable Development Goals A Guide for Stakeholders: <http://unsdsn.org/wp-content/uploads/2015/12/151211-getting-started-guide-FINAL-PDF-.pdf>

GOAL 16 POLICY ISSUES

- UN Convention against Corruption: <https://www.unodc.org/unodc/en/treaties/CAC/>
- UN Convention against Transnational Organised Crime and the Protocols Thereto: <https://www.unodc.org/unodc/en/treaties/CTOC/index.html>
- UN Standards and Norms in Crime Prevention and Criminal Justice UNODC Compendium: <https://www.unodc.org/unodc/en/justice-and-prison-reform/index.html?ref=menuaside>

- Article 19 (2006). Freedom of Information Model Law: <https://www.article19.org/resources.php/resource/1796/en/model-free-dom-of-information-law>
- GAAV (2015). Implementing the Women, Peace and Security agenda and Reducing Armed Violence: <http://www.allianceonarmedviolence.org/uploads/default/files/fccdbc-cba8055231a0cf697ce329278.pdf> - for Goal 16 and Goal 5 linkages
- World Bank & Center for Global Development (2015). 'The Role of Identification in the Post-2015 Development Agenda': <http://pubdocs.worldbank.org/pubdocs/publicdoc/2015/7/149911436913670164/World-Bank-Working-Paper-Center-for-Global-Development-Dahan-Gelb-July2015.pdf>

ADVOCACY AND CAMPAIGNING

- FWRM & RRRT (2010) Changing Laws: A Legislative Lobbying Toolkit: <http://www.fwrmm.org.fj/images/fwrmm/publications/general/Changing%20Laws%20-%20Lobbying%20Toolkit.pdf>
- UNDP (2004), The Blue Book: A Hands On Approach to Advocating for the Millennium Development Goals: www.undg.org/archive_docs/6813-Blue_Book__a_hands-on_approach_to_advocating_for_the_MDGs.pdf
- UNICEF (2010), Advocacy Toolkit: A Guide to Influencing Decisions that Improve Children's Lives: www.unicef.org/evaluation/files/Advocacy_Toolkit.pdf
- Water Aid (2007), The Advocacy Sourcebook: www.wateraid.org/~media/Publications/advocacy-sourcebook.ashx

Annex 1: Undertaking a Gap Analysis

Step 1: Identify who is responsible for implementation

Step 2: Assess current implementation in participatory ways

Step 3: Identify priority areas for action / make recommendations

Step 4: Identify what resource are needed for implementation

Step 5: Share gap analysis report with Government

Annex 2: Stakeholder Analysis Tool

Stakeholder analysis grid	
High power to influence change	
Little power to influence change	
	Doesn't matter much to them and/or does not work closely on issues
	Matters a lot to them and/or works closely on issues

Annex 3: Developing an Advocacy Plan

Developing an Advocacy Plan			
What needs to change?			
Who do we need to influence? What do we need them to do?	1.		
	2.		
	3.		
	To do	By whom	By when
What will we do to target this stakeholder?			
Managing risks			
Monitoring Success			

Annex 4: Developing Advocacy Messages

Developing Advocacy Messages		
This tool will help you to summarise and present your advocacy message for different audiences		
Primary Message: Describe your statement, goal and actions desired resulting from your advocacy		
Audience	Concerns	Possible Messages



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