DAC Network on Governance

ANTI-CORRUPTION TASK TEAM MEETING

Room Document 5:
GovNet Work Plan: 2015-16

7-8 October 2015 - OECD Conference Centre, Room CC6

This document is submitted for DISCUSSION, on 8 October, under Item II of the Draft Agenda [DCD/DAC/GOVNET/A(2015)2].

The complete document is only available in PDF format.

Contact(s):
Alessandra Fontana – Tel: +33 (0)1 45 24 90 21- E-mail: alessandra.fontana@oecd.org
Lena Diesing –Tel.: +33 (0) 1 45 24 84 57- E-mail: lena.diesing@oecd.org

JT03382509

Complete document available on OLIS in its original format
This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.
GovNet Work Plan: 2015-16

This paper sets out the work plan for the OECD-DAC Governance Network (GovNet) for 2015 – 16 and includes an accompanying resource framework for enabling the Network’s Secretariat to implement its work activities. The plan is based on members’ initial discussions undertaken in May 2015 on future work areas for GovNet and has been revised in light of a subsequent round of consultation with members during July – August 2015.

Background – the Role of GovNet

Governance and institutions will be central to the achievement of the Sustainable Development Goals (SDGs) as each goal requires effective policy implementation in all countries. Goal 16 serves to underline this in particular – without capable, accountable and inclusive institutions that protect fundamental freedoms and promote non-discrimination progress in achieving all of the SDGs will stall.

Supporting reform, development and strengthening of institutions is a challenge for development co-operation providers given the long time-frames involved in achieving successful governance reforms in developing countries. In recognition of this challenge DAC-GovNet members met in May 2013 to redefine the work of the group. The group adopted innovation and accountability as its priorities and summarised the role of GovNet as bringing practitioners and experts together in a safe space to promote more effective reform. Stating that:

*It provides members with a forum to exchange experiences and lessons, identify and disseminate what has worked where and why, and develop policy, analytical tools and operational approaches. GOVNET has served as an incubator for cutting-edge processes such as DAC work on fragile states, political economy analysis and work on anti-corruption. More recently, GovNet has produced reports, including “Accountability and democratic governance: Orientations and principles for development”, “Integrating Human Rights into Development” and “Measuring OECD Responses to Illicit Financial Flows from Developing Countries.”*

---

1 Members of GovNet’s Anti-Corruption Task Team (ACTT) also received the draft work plan and commented on it.
2 Co-published with the World Bank
Recent Work Priorities

In the period since 2013 the main GovNet group has delivered on its priorities through workshops and new research on governance methodologies. GovNet's twin studies on governance innovation will be completed towards the end of 2015, resourcing a major new publication for the Network. This work has drawn on the ‘Thinking and Working Politically’ and the ‘Doing Development Differently’ communities of practice. Workshops have promoted lesson learning on political economy analysis and service delivery. Most recently the network has discussed the implementation of the SDGs, and developed a single introductory ‘notebook’ for all those committed to supporting governance.

GovNet’s subsidiary body, the Anti-Corruption Task Team (ACTT), has also been productive. The Task Team published the first review of the performance of DAC members in implementing their commitments on Illicit Financial Flows in 2014. This report was followed in 2014 by a joint report with the World Bank: ‘Few and Far: The Hard Facts on Stolen Asset Recovery.’ The group is currently undertaking a further research study, examining illicit economic activity in West Africa. The ACTT’s research, in collaboration with African Development Bank (AfDB) and the New Partnership for Africa’s Development (NEPAD) and will profile industries that contribute to the high volumes of illicit finance from the region (for further information on ACTT’s activities see Annex One).

ACTT has also completed a study on current donor internal approaches to corruption risks as part of the process of developing joint Integrity Guidelines. The study has been submitted for approval to the DAC.

---


6 For access to this report please go to http://www.oecd.org/fr/publications/few-and-far-9789264222311-en.htm


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 against and torture of 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 the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their 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 capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

16.b Promote and enforce non-discriminatory laws and policies for sustainable development
The range of activities undertaken by GovNet and its Anti-Corruption Task Team underline the role of the groups in occupying a unique space between policy and practice. This space has enabled GovNet to absorb evidence, engage in creative discussion and spark new thinking.

The network actively seeks to complement and explore opportunities for collaboration with other DAC policy platforms like GenderNet, INCAF and the OECD co-hosted multi-stakeholder Effective Institutions Platform. It also seeks to ensure its work is relevant and contributes to global development policy processes like the Global Partnership for Effective Development Cooperation and the UN’s 2030 Agenda.

**Future Work Priorities – The Big List**

At the May 2015 GovNet meeting members recognised that with the publication of its new: ‘Governance Practitioner’s Notebook’ there was a need to plan for further landmark work in the future. During the meeting members therefore discussed priorities for the future. Some ideas that emerged from the discussion related to the upcoming GovNet work programme were:

- **Post-2015**: Members wish to use the GovNet to exchange on the implementation of the post-2015 agenda (SDG 16 and beyond) stressing the fact that governance and institutional capacity issues will be crucial for the implementation of all the SDGs.

- **Governance actors**: Throughout the discussion, participants mentioned the importance of working with accountability actors (including parliaments, political parties, electoral bodies, media, justice systems and civil society organisations and movements) as well as the private sector. Local governments and youth were also considered key issues to tackle in the framework of the implementation of the SDGs.

- **Governance and fragility**: The link between governance and fragility/security issues was considered relevant by GovNet members. Joint projects or strengthened cooperation with other DAC networks such as INCAF, but also GenderNet was valued (for example on the issue of political inclusion in states affected by fragility).

- **Innovation**: Members referred to the current work on innovation and discussed the issue of necessary changes within development agencies in order to create more space for innovation in bureaucratic systems (from a practitioner’s perspective). A Political Economy Analysis (PEA) of donor agencies with regard to innovation was suggested.

- **Governance and results**: Building on the current work on results-based approaches, members proposed to discuss further and analyse how the results-agenda can be pushed forward.

- **Governance and sectors**: The need for a strengthened cooperation between governance advisors and those working in other sectors has been highlighted. Members suggested developing good practices or guidance notes on the different ways of cooperating in the framework of the GovNet. A study at governance issues within different sectors has also been proposed.

- **GovNet as a learning platform**: GovNet is considered by its member as a learning platform. Members suggested sharing lessons learnt and evidence on a more regular basis within the network and in a more structured manner and there was consideration of how to make better use of existing databases to increase knowledge sharing. Some members mentioned the possibility of developing targeted/thematic learning platforms (on elections, parliaments, etc.).

- **Flagship publication**: Many members supported the idea of a GovNet flagship publication. Participants stressed the importance of delivering an evidence-based report and to focus annually on a specific issue, taking into account that governance is a very large area.
Global drivers/Global Bads [shared work-stream with ACTT]: Global drivers and external issues (such as Illicit Financial Flows - IFF, international organized crime, etc.) have an impact on governance. Participants suggested analysing how these global drivers are changing the incentives at the local level; exploring how these global drivers can be tackled; and, identifying what would change if donors could better tackle these global drivers. Some members also proposed to identify how donors can promote /facilitate global goods and prevent/discourage bads.

Proposed Future Work-streams and deliverables

The six Work-streams below are broadly consistent with the proposed resourcing scenario in the final section. Three work-streams would be managed by GovNet, two by ACTT, and one work-stream would be an area of active collaboration between the two groups.

### Deliverables Summary

<table>
<thead>
<tr>
<th>OECD Programme of Work and Budget (PWB) Expected Outcomes: [DAC approved programme of work that includes the work of GovNet]</th>
<th>Programme of Work and Budget Outputs: Intermediate outputs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Development actors have evidence-based guidance on working through partnerships to bring about reforms for a more accountable public sector. - Reports, practice notes and policy recommendations on addressing domestic and international tax avoidance, evasion and other illicit financial flows.</td>
<td>i. At least two major reports on governance innovation are published and used both by learning alliances. ii. An annual report on Illicit Financial Flows and at least 2 toolkits, practice notes or standards that enable collective action by development actors to combat illicit financial flows or corruption.</td>
</tr>
</tbody>
</table>

| GovNet: Work-streams, Objectives and Deliverables (outputs) | |
|---|---|---|
| **Outcomes** | **Work-stream/Priorities:** | **Deliverables** |
| To help with the delivery of the SDGs by 2030 through more effective development co-operation on governance, with a particular - but not exclusive - focus on goal 16. | **1. Accountability and Politics** Objective: Operationalise Thinking and Working Politically to deliver more effective and accountable development. | • Evidence/Discussion paper on Thinking Working Politically initiative. • Thinking and Working Politically (TWP) workshop in a member capital. • Co-organise TWP Workshop in Africa in partnership with Developmental Leadership Program (DLP) and another member. |
| | **2. Governance Actors** Objective: Strengthened local government and civil society organisations and movements. | • Develop guidelines for politically-smart and effective programme support to civil-society organisations and movements in partner countries. • One joint workshop (e.g. with Decentralisation and Local Governance (DeLoG) or the United Nations Capital Development Fund (UNCDF) on innovation in decentralisation support. |
### 3. Innovation in Other Sectors

**Objective:** Applying innovation and TWP beyond governance to improve capacity development and impacts for communities across other development sectors.

- Discussion paper on thinking politically about justice sector reform.
- Guideline paper on using peer to peer (south–south) learning for sector governance reform.

### Cross Cutting Issue with ACTT:

Ensuring effective generation of evidence and knowledge management to enable delivery of the SDG governance agenda; including a) the publication and promotion of an annual report that profiles issues from a substantive work-stream and b) biannual governance meeting as forum for collaboration and sharing of lessons learnt.

### ACTT: Work-streams, Objectives and Deliverables (outputs)

| Effective development action against corruption and global bads. | 1. Illicit Financial Flows (IFF)  
Objective: Support SDG/FfD agenda on IFF with reduced IFF outflows from LDCs, enabling increased domestic resource mobilisation. |  
|---|---|---|
| 2. Anti-Corruption  
Objective: Donors have effective evidence and guidance in addressing corruption. |  
| 3. Global Goods and Bads/TOC  
Objective: Donors have robust evidence on effective development action to promote rule of law and address global bads. |  
| **Publication of West Africa report on Illicit Economic Activity and Illicit Financial Flows.**  
**Publication of Illicit Financial Flows Report: Assessing OECD Progress.**  
**Two workshops on IFF related issues increase awareness and promote collaboration (including with emerging donors).** |  
| **Regular ACTT Meetings for lesson learning.**  
**Publication and agreement of integrity guidelines;**  
**2016 Symposium on Global Development Actors anti-corruption agenda.** |  
| **Lesson Learning paper on current donor approaches to addressing global bads including trans-national organised crime;**  
**Guidance Note on `development space’ in addressing trans-national organised crime.** |

### Resource Framework

GovNet has a strong track-record of resourcing its work-plans. In recent years the major outputs of GovNet have all been supported by members. The section below lays out a resourcing plan to enable GovNet to deliver its work through 2015 - 16.

GovNet and its task team deliver a wide range of outputs beyond the three simple secretariat functions of planning and organising network meetings, external representation and regular communications. This wider work revolves around publishing major policy resources, producing guidance, and tracking and disseminating major new research, commissioning timely discussion documents, and managing often complex research programmes (such as the innovation and results-based studies or the West Africa Report).
Accordingly each GovNet staff person has two distinct roles, one is to support member bodies, the second is to provide advisory expertise on a particular thematic area or set of issues.

Resourcing GovNet and its ACTT is estimated to cost 1.2 MEUR per year and the network needs to secure 2.4 MEUR over the course of the OECD funding cycle. This projection includes the cost of a new annual flagship report (see Annex Two). GovNet (like all DAC bodies) is funded through a combination of members’ assessed contributions and voluntary contributions. Starting with the 2015-16 Programme of Work and Budget (PWB) the DAC is introducing a new funding model, which is an evolution of previous practices and was presented to DAC members on 10 March 2015 [see DCD/DAC/M (2015)2/PROV, para. 6].

The budget envelope for the DAC PWB is made up of members' assessed contributions, un-earmarked voluntary contributions, and earmarked voluntary contributions. Members have agreed that their assessed contributions and un-earmarked voluntary contributions be used primarily to fund what members have defined as the DAC’s core priorities [improving the quality of development co-operation and financing development better]. The non-core activities include the work of GovNet.

GovNet already has experience in mobilising earmarked voluntary contributions (e.g. Switzerland and DFID supported GovNet’s innovation studies). It is proposed that the Network move from an ad hoc funding approach to more predictable funding through a 2015 ‘funding round’ focused on resourcing the work-plan. Members are asked to assess the level of contribution that they are able to make to the resourcing of the work plan with a view to fully funding the plan by the time of the 9 – 10th December GovNet Meeting in 2015. Member contributions can be committed through:

1. **Non-Project Earmarked Voluntary Contributions** - Members can make a voluntary ear-marked contribution to OECD stating that the funds are to be used to support the overall work of GovNet.
2. **Earmarked Project based funding** - Members can jointly or separately fund a project based on the deliverables above. This approach entails higher transaction costs for the secretariat.

The GovNet budget includes advisory staff focused on governance and institutions, and two who work closely with the ACTT on anti-corruption and illicit financial flows. GovNet and ACTT are being resourced jointly due to the proximity of the issues within many member agencies, and also the direct link between the bodies.

The OECD-DCD makes available a financial report to all members and separate budgets can be developed for project based funding. Member contributions in response to this call for funds will be taken as based on the GovNet work plan and the Secretariat will provide a regular report on the implementation of the work plan and progress in fulfilling the agreed deliverable.

6. **Next Steps**

Members are invited to indicate their funding support for the work plan between September and November 2015. Further programme documentation (for example, project memoranda, detailed project budgets and results matrices) can be supplied on request from the Secretariat.
Annex One – ACTT Work Activities

The Anti-Corruption Task Team

The GOVNET Anti-Corruption Task Team (ACTT) brings together OECD Development Assistance Committee (OECD-DAC) members to support policy makers, donors and developing countries to better fight corruption. It also promotes efforts to strengthen the coherence of donor approaches supporting developing countries in implementing the UN Convention Against Corruption (UNCAC).

ACTT’s work has mainly focused on three overarching topics (see below) which complement the other work conducted under GOVNET. The three topics below are presented separately in this note solely for the purpose of highlighting different work streams currently under way and their resulting products. Products include knowledge outputs (policy analysis and recommendations) and events to bring ACTT members and others to discuss these issues: a) illicit financial flows, b) anti-corruption, c) “global bads” / transnational organised crime.

1. Illicit Financial Flows

ACTT is committed to enhancing knowledge on illicit financial flows. This crosscutting policy area provides a useful lens to examine the diversion of resources from development. Illicit financial flows are by definition either illegally generated or transferred. ACTT is currently working on two reports on illicit financial flows: One on illicit and criminal activities in a developing country region; another (in the early stage of conceptualisation) on OECD countries’ performance on policies related to IFF.

2015 IFF Report: Illicit Trade in West Africa and its Money Trail

The report will illustrate the generation of financial flows by illicit trade in West Africa, looking at the flow from its origin to final destination. In addition, the report will provide policy advice that goes beyond numerical estimates, looking at potential development responses to the issues. This study will be produced in partnership with the New Partnership for Africa’s Development (NEPAD), and the African Development Bank (AfDB). The World Bank is contributing with one case study, focusing on terrorism financing in the Sahel region. This report is expected to be published in late 2015/early 2016.


The 2013 report Illicit Financial Flows from Developing Countries: Measuring OECD Responses demonstrated the benefits of comparing performance of OECD member states in IFF policy areas. Cross-country comparison can highlight inconsistencies between political commitments and actual implementation, turning the spotlight on a group of countries or a region in contrast to others. ACTT proposes to update the 2013 IFF report in 2016/17. The report will increase its comparative angle by looking at a second set of countries beyond OECD members, and by gathering proxy data. ACTT produces this report in partnership with other directorates in OECD (Directorate of Financial Affairs; Center for Tax Policy), drawing on their data. The report is expected for late 2016 / early 2017.

2. Anti-Corruption

The ACTT benefits from its diverse membership with varying modes and levels of engagement in anti-corruption efforts. Some member countries work mainly at the domestic level supporting partner countries’ authorities and civil society. Others have started to increase their attention to the international components of corruption.
Anti-Corruption Symposium: The experience of development actors beyond the DAC

This inclusive discussion reaches out to both DAC and non-DAC donor agencies on development cooperation and anti-corruption. ACTT will organise one event in 2015 to follow-up a symposium organised in December 2014. The goal is to maintain a forum for discussing technical assistance (TA) to fighting corruption, and in particular the experiences of non-DAC providers. This work stream has been the result of a partnership with the US State Department, the Brazilian Office of the Comptroller General, the UK Department for International Development, UNODC and NEPAD. This organising committee plans its next event in the margins of the Conference of State Parties to the UNCAC in November 2015.

Integrity guidelines for development cooperation actors

Donors implement projects in environments with high corruption levels. Addressing the risks of corruption and fraud in the use of aid is crucial to ensure that funds achieve their intended purpose. With a mandate from the DAC, ACTT has produced a lesson learning tool for gathering the experiences from development assistance providers on how they are addressing corruption and fraud risks in their own institutions. The resulting lessons learned and recommendations have been synthesized into a draft DAC recommendation, to be tested by two volunteering DAC agencies. The initial lessons learning work has been conducted in partnership with the U4 Anti-Corruption Resource Centre. An initial draft recommendation will be prepared until end-2015 and the final recommendation is expected to be presented to the DAC's last 2015 meeting.


Global bads are international phenomena that a) have an illicit or negative impact and b) rise in parallel with increased globalisation. Examples are piracy, trade in illegal goods and smuggling, but most prominently transnational organised crime. These issues increasingly present a challenge to both developing and developed countries. ACTT is developing a concept for a report to increase knowledge on drivers of weak governance and IFF. ACTT will also pursue work on global bads in the context of barriers and threats to the achievement of the sustainable development goals (SDGs).

Donors have expressed a need for guidance on global bads, including organised crime, to support improved rule of law, provision of justice and reduction of violence. This is an emerging work stream, building on previous work on rule of law and anti-corruption. Initial work will therefore explore the development/governance space for action and the potential for policy frameworks.
Annex Two – GovNet Annual Report Concept Note

**Governance in Development Report – Supporting Effective, Accountable and Inclusive Institutions**

This concept note lays out the plan for a Governance in Development Report 2016, a flagship product prepared by the OECD’s Development Co-operation Directorate for the DAC GovNet. The concept of the report is to build on the final submissions from two current research studies (innovation and results based aid) with the addition of OECD development finance data and other source material.

### A. AN ANNUAL GOVERNANCE REPORT

Currently there is no major annual report speaking to the institutional reform/governance agenda. GovNet as the main forum for development agency experts has instead produced a series of one-off studies. These publications have made contributions to thinking on an ad hoc basis, but have made relatively little use of the large volume of data regularly available through the OECD and other channels.

In other areas, OECD groups have established strong brands for regular thematic reports that build on statistical evidence through qualitative policy analysis. These reports tend to be of two types: firstly providing annual updates on a common set of data; and secondly, providing substantive analysis of a different policy issue each year – making hard-hitting points on an important area of the current debate.

A GovNet annual report would therefore:

1. Provide statistics and analysis on one key topic related to governance each year, and will endeavour to do so by de-bunking myths and providing fresh ideas that offer pragmatic ways of moving the agenda forward.

2. At the same time, it analyses the quantity and quality of resource flows for governance and institutional reform.

### B. ABOUT THE 2016 REPORT

Interest is now increasingly moving from the ‘what’ of the SDGs, to the ‘how.’ Questions of implementation inevitably throw issues of institutional development into the spotlight. Institutions and governance will be central to the delivery of not only Goal 16 but the entire SDG framework. Yet there is a dearth of evidence on how progress can be achieved. Support for innovation and accelerated progress will therefore be important issues for the governance community over the next few years.

In summary, a GovNet annual report would seek to answer the question:

**How can international support help to deliver rapid and sustainable progress in institutional capacity and accountability in the context of the SDGs?** It will also analyse the
quantity and quality of resource flows for governance and institutional reform based on evidence from OECD data (both Creditor Reporting System and wider OECD data sets).

C. WHY GovNet?

GovNet is well placed to speak to these issues thanks to its current studies on innovation and results-based approaches – which examine how support to institutional development can more effectively deliver results. GovNet members also have a long standing interest in strengthening development partnerships.

GovNet can therefore speak to the challenge of supporting innovative action for SDG delivery, while adding insights and analysis from OECD and bilateral agency data and information. GovNet has a longstanding record of producing compelling publications that stimulate wider debate – including its current ‘Governance Practitioner’s Notebook’ an introductory guide for all those engaged with governance issues.

The greater use of OECD data does have potential to help GovNet build on this record. The network has occasionnally profiled information on support to governance and rule of law, but has not systematically reported on patterns of support and their implications. The approach taken by GovNet’s Anti-Corruption Task Team has demonstrated the ability of networks to tap into DAC reporting on a range of national commitments to profile overall support to governance and institutional effectiveness. The reports produced by ACTT and those produced by INCAF have also demonstrated the potential to build on OECD data by adding further information from wider data sources.

D. ANALYTICAL CONTENT

The first report (2016) will build on two current GovNet studies on innovation to address the challenges of adaptation and innovation that will need to be overcome if governance support is to help deliver the SDGs. The report will discuss the scale of achievement that will be required in terms of progress in institutional capacity, and also in relation to inclusion and accountability. The report will compare this to overall trajectories of reform over time and identify areas of change and innovation that might help spur aid effectiveness (and beyond aid agenda) in supporting governance. The report will therefore build on previous analysis of trajectories for reform – including the work of Lant Pritchett and Matt Andrews.

This approach will require the use of existing GovNet material, OECD data, and also additional commissioned analysis. In line with the 2016 agenda the report will move away from donor centric governance jargon, focusing on terminology that places how people experience institutions at the centre. The report will therefore reconceptualise governance as both the institutional capacity to deliver on policy, and also the responsiveness and accountability of the bodies involved. This will lead to a transition of governance concepts from ‘the use of power’ to ‘the power of the user.’
The newly commissioned elements of the report will include assessing the potential to adapt current modalities for monitoring and measurement to the needs of the SDG era. Possible approaches will be developed from component sources such as World Bank governance data, V-DEM, Open Society, Freedom House etc. The report’s focus on ‘innovation’ and the need to adapt to achieve the SDGs will require the identification and communication of data that provides a baseline of the current global context of institutions.

**A Comparable Model:**

**The States of Fragility Report – Achieving Post 2015 Ambitions**

A similar approach is used for INCAF’s annual ‘states of fragility’ reports. The reports draw on OECD expertise and an established expert research organisation, their approach includes:

- Using the best available intellectual expertise for each issue;
- An expert reference group to provide quality assurance;
- Aims to move debates forward and contribute both to practitioners and policy makers;
- Partners with others wherever possible.

**This report will be a provocative reminder that institutions are important to real people and real lives,** while focusing on the potential for change, reform and the achievement of the SDGs.

**E. 2016 – GOVERNANCE AND THE SDGs**

The SDGs bring a direct focus on governance. At the global level the preparation of the post-2015 framework has brought this topic to the fore. This requires the international community, in particular development actors, to have a solid understanding of the issue itself, and ways of addressing it. Agreement of the SDGs will therefore create a stark challenge for governance work – creating an acute need for progress that takes advantage of opportunities for innovation.

The SDG debate has already led to initiatives to develop plans/ideas on implementation, particularly in relation to Goal 16. Debate has also focused on measurement of progress. Reaching the SDGs also provides a focus for analysing existing evidence in order to determine the innovations that are needed, and the role of accountability. As a result the report will offer thoughts on how to interpret and prioritise information and analysis.

The report could therefore follow a structure of:

**Section One: Introduction, Opportunities and Challenges**

- Governance – What is governance and why is it relevant to the SDGs? Why does governance matter to people and communities?
- Baseline – What is the scale of the challenge, both in achieving goal 16 and also in supporting the wider SDG framework?
- Trajectories – What level of progress is needed and what challenges exist? Why is innovation important?
- The data gap – Where are the real monitoring challenges around goal 16?

**Section Two: supporting innovation and reform**

- Evidence on innovation – What do we know about supporting innovative approaches to reform?
• Planning and Priorities – Do models such as Problem Driven Iterative Adaption (PDIA)/good enough/best fit make a difference?
• Contextual factors – How does governance align with social change and social movements?

Section Three: resource flows and recommendations

• Resourcing – What is current resourcing for governance, both aid and non-aid? What are the historical trends and how are resources allocated between areas?
• Current plans and processes – What exist in terms of current plans around implementation and measurement?
• Recommendations

F. LEGACY

It is important that the report does not become quickly dated by simply being a 2016 situation update – the substantive analysis needs to speak to long term trends and underlying concepts – helping to redefine and reshape broader thinking. In addition, this report remains faithful to the idea of tracking aid and other financial flows committed to activities that support governance reform.

GovNet is also a network of practitioners. The report must therefore speak directly to those who work on governance in their ‘day job’ as to the implications for real world actors. Each report will include substantive analysis and recommendations that are feasible as new or re-invigorated approaches on the issue.

G. TIMING and Launch

The Governance in Development Report is expected to be finalised in the first half of 2016. The launch of this report will be important to ensure that the messages have maximum impact on policy discussions. A solid communication plan will be developed for enabling the report to have traction across key stakeholders.