

Oslo Governance Centre
2019 Annual Report



*Empowered lives.
Resilient nations.*

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FROM THE DESK OF THE DIRECTOR



Ours is an interconnected world. What happens in one region has reverberations globally. Pandemics, climate change and violent extremism illustrate how interconnected we all are. Our problems are shared, and so, too must our solutions. Good solutions require good governance.

The Oslo Governance Centre (OGC) works with partners to make progress on the Sustainable Development Goals (SDGs) by providing a bridge between research, policy and practice in the areas of SDG 16 and the intersection of this goal and the other SDGs. OGC feeds into UNDP's larger strategy to support governments in fulfilling the SDGs and

ensuring no one is left behind.

As you will see in these pages, we're active online and in person. We work with government officials, policy experts, researchers and NGOs on issues of governance and sustaining peace. Vital for SDG implementation, are strong partnerships recognizing each other's complementarities and strengths.

In 2019, the OGC coordinated the process of developing the flagship publication which provides an overview of country level actions and progress on SDG 16+ across regions. It provides a foundational framing of how SDG 16 is both an enabler and accelerator for all SDGs.

I am excited about the future potential of the [SDG 16 Hub](#), to support collaboration and lesson-learning on SDG 16, which was already useful in the lead-up to the High Level Political Forum in July 2019, where the goal was subject for specific review.

Monitoring and evaluating the results of policy development has unique challenges. OGC is committed to strengthen our capacity and invest in an improved monitoring system to enable evaluation of 'value for money' and assessment of the impact going forward.

We remain grateful for the continued support of the Ministry of Foreign Affairs, the Government of Norway and the active engagement of our many partners.

Sarah Lister
Director,
UNDP Oslo Governance Centre (in 2019)

INTRODUCTION

UNDP collaborates with national governments on developmental issues aimed at improving the lives of people. OGC as part of UNDP assembles leading thinkers and doers from around the world to conduct cutting-edge research and propose policy solutions to achieve greater peace, justice and build stronger institutions. The Centre conducts applied research, produces reports, organises policy dialogues, and partners with others to make progress on the Sustainable Development Goals (SDGs).

This report summarizes OGC's work in 2019 and is organised around the following two areas:

- Research and policy options on crisis and transitions.
- Advancing peace, justice and strong institutions through effective monitoring and implementation

While OGC has made an effort to document activities, as per this report, there is still more to do to overcome the challenges around monitoring & evaluation of our work. OGC will be working with M&E experts to update our system for results reporting, not only to better demonstrate impact but to learn from and adjust our interventions. In collaboration with partners we are keen to share such lessons so we as a community can become even more effective in applying research to policy and programme work.

RESEARCH AND POLICY OPTIONS ON CRISIS AND TRANSITIONS

Highlights:

- Over 3,200 downloads in 2019 of UNDP's *Engagement with the Media for Governance, Sustainable Development and Peace*.
- New publication on *Parliaments as Partners Supporting the Women, Peace and Security (WPS) Agenda* is being put to use in Southeast Asia and beyond.
- 32% increase in OGC's Twitter followership.
- Links with UNDPs Strategic Plan Outputs 3.2.1 ; 3.3.2 and 2.3.1

OGC's research and policy work on crisis and transitions covers sustaining peace; preventing violent extremism; and the Peace and Development Advisors Fellowship. Below are highlights of the results of OGC's research and policy work in 2019.

TRANSITIONS AND SUSTAINING PEACE:

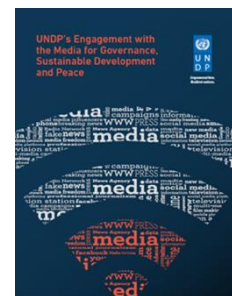
OGC has led efforts through the year to connect latest evidence-based research with policy and practice. The consolidation of this knowledge has taken place through the numerous publications we have produced on a number of well-defined topics that intend to meet the needs of our practitioners. A measure of their usefulness and impact can be quantitatively assessed from the number of times they have been downloaded, but also how they are guiding action on the ground or in other cases provoking thought and discussion or further research on the issues related to transitions and sustaining peace.

A snapshot what these publications offer is given below:

- [Implementing Peace Agreements: From inclusive processes to inclusive outcomes?](#)** Fresh insight on putting peace agreements into practice is available in this report from OGC and the Inclusive Peace & Transition Initiative, Graduate Institute in Geneva. *Implementing Peace Agreements* shows that when peace agreements are inclusive, more people can take part in the process, and that means greater public ownership, acceptance, transparency, and knowledge-sharing. In other words, the more effectively that people are included in implementation, the more durable the peace. The report provides useful knowledge for governments, international organisations, NGOs, academics, researchers, and others who are involved in building sustainable peace. The report is being used, for example, to assist in peace processes in Sudan and South Sudan.



- [UNDP's Engagement with the Media for Governance, Sustainable Development and Peace:](#)** In this report, UNDP explores a relatively new focus area, namely how working with the media can accelerate progress towards the SDGs. *UNDP's Engagement with the Media for Governance, Sustainable Development and Peace* features thirteen case studies that highlight the range and impact of UNDP's partnerships with the media to achieve development outcomes: from election media-monitoring in Georgia to local empowerment through community radio in rural Lao PDR; from media for peacebuilding in Lebanon to SDG awareness campaigns in Brazil. This report offers detailed guidance and sparks new thinking on how best to partner with the media, all in service of global development.



- [Parliaments as Partners Supporting the Women, Peace and Security \(WPS\) Agenda:](#)** How can policymakers and civil society work together to advance gender equality and women's roles in peacebuilding? That is the topic of this ground-breaking new handbook produced by UNDP and full of keen insight and best practices from countries around the world. OGC played an important role in both the development of this handbook and a launch event in Norway that brought together over 140 members of parliaments and women activists from Kyrgyzstan, Montenegro, Nepal, Sri Lanka, and other countries. The handbook is being translated into Kyrgyz, Nepalese, Russian, and Serbo-Croatian, and translations into various Southeast Asian languages are planned. The publication consolidates lessons learned from UNDP's Global Project on Parliaments as Partners in Advancing the WPS Agenda, which, in its next phase, will encourage collaboration on this vital area of work. It is already being put to use in countries such as Myanmar, where it is helping members of parliament define their roles in advancing gender in the national sustainable development plan.



- ['Forging Resilient Social Contracts' research now available in French.](#)** In 2019, OGC extended its research findings on resilient social contracts by translating them into French and making them available to the Francophone world. Resilient social contracts are dynamic agreements between state and society and groups within society on how to prevent violent conflict and sustain peace. The first phase of the 'Forging Resilient Social Contracts' project is a partnership between OGC, the Julien J. Studley Fund of the Graduate Program of



International Affairs at The New School, and the Friedrich-Ebert-Stiftung in Berlin and New York, and involved research across nine countries and policy dialogues validating findings. The project is based at the University of Witwatersrand in Johannesburg, South Africa. Also in 2019, the research was shared at the UN and peace conferences in Germany, Indonesia, South Africa, and beyond.

Tracing OGC's impact through social cohesion: OGC has contributed to an expanding knowledge base on the role of social cohesion for peace and development. Over the last few years, the work by OGC has informed development of a strengthened conceptual framework using evidence-based research and leading to a practical guidance for project management. In 2017, OGC partnered with SIPRI to organize the workshop 'Research Informed Social Cohesion Programming and Policy Development' in Oslo. Next year, technical consultations were held in Istanbul. OGC invested in bridging the identified research gaps and translated lessons learned from the technical exchanges into a practical document for social cohesion approaches. The background work has been captured in the recent guidance note [Strengthening Social Cohesion – Conceptual Framing and Programming Implications Guidance Note](#). This guidance has become a key resource for UNDP's and partners' efforts and responses to the ongoing **COVID-19** pandemic and in particular is making up **pillar 5 of the UN socio-economic framework** for which UNDP serves as technical lead.

In 2019, OGC also participated in events hosted by other institutions; expanding the Centre's intellectual outreach on emerging topics such as 'Blue Economy' and Ocean Governance; as well as co-hosting debates and talks, like with the Oslo Center on the topic of Norway's approach to multilateral cooperation. We also participated at the Stockholm Forum focusing on balancing the demands of crisis response and long-term peacebuilding and using the UN Day event on the topic of Norway's candidacy for a non-permanent seat on the UN Security Council.

PREVENTING VIOLENT EXTREMISM

The rise of violent extremism is one of the most worrisome trends in the world today, as the recruitment to violent extremist groups continues.

OGC has been working to advance research and policy options for the prevention of violent extremism; this work has increased understanding of the root causes of this phenomenon and prevention measures. In 2019, OGC:

- **Advanced a human-rights-based approach to violent extremism in Central Asia:** Preventing violent extremism requires an understanding of the people and conditions in the places where it thrives. Working with UNDP's Istanbul Regional Hub, OGC conducted a body of research that explored how human rights issues contribute to radicalization and violent extremism in Central Asia, as well as trends in promoting and protecting human rights in the implementation of national PVE policies in Central Asia. It also identified lessons for UN policy and programmes on human-rights-based approaches to PVE and UNDP supported Kazakhstan in adopting the UN Special Rapporteur's recommendations. The resulting report will be disseminated in 2020.
- **Conducted over 150 interviews with PVE practitioners from more than 50 countries:** This new research has helped separate fact from fiction and ensure that the assumptions guiding PVE work are valid. OGC promotes evidence-based research and through this approach

carefully examines the factors that drive violent extremism and study trends across and within countries. The findings from this work will inform OGCs research platform in 2020, ensuring it stays forward-looking and connected to what is happening on the ground.

- **Co-hosted the Sixth Annual Global Research Conference on Preventing and Countering Violent Extremism:**

This conference, hosted in partnership with Deakin University and Hedayah, an NGO leader on PVE, took place in Melbourne, Australia in October 2019, and brought together the world's leading researchers, policymakers, and PVE practitioners. UNDP's role through OGC was to ensure that voices from the field informed global discussion on PVE, ensuring discussions were based on the reality of how violent extremism affects people's lives. In 2020, OGC and partners will publish an edited volume of presentations from the conference, as well as a brief of recommendations to emerge from it.



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- **Promoted the video series #ExtremeLives at the Paris Peace Forum:**

The Paris Peace Forum is an annual convening on global governance and multilateralism, with 7000 attendees from 164 countries. OGC was represented at the conference, and took a leading role in promoting #ExtremeLives, an online video series produced by UNDP's Bangkok Regional Hub. This innovative series features the voices of people directly affected by violent extremism, such as Syrian refugees living in Malaysia, or the former Jemaah Islamiyah military commander. At the Forum, OGC conducted new interviews and promoted the series, which has soared to over 30 million views on Facebook and YouTube.



- **Partnered on PVE research with leading institutions.** OGC supported research by our new partners, the Peace Research Institute Oslo (PRIO), and the Harris Policy Labs at the University of Chicago. This research examines the links between social cohesion and violent extremism in Africa, and includes a rigorous statistical analysis to test hypotheses on underlying factors. Results will be used to involve discussions on programming in 2020.

Taken together, this latest research has informed UNDPs work on PVE with governments and other partners.

An example of **tracking influence of OGCs work**, is the investment in tools and guidance to measure preventing violent extremism, where UNDP has become one of the global leads. OGC funded the development of the [Toolkit for Design, Monitoring and Evaluation for PVE](#) which was launched in 2018. The support to the Toolkit and the accompanying Indicator Bank led to a number of countries requesting UNDP to help with developing monitoring frameworks for their National Action Plans for PVE, with training programmes developed and rolled out to civil society and governments. In 2019, an online, [interactive version](#) of the Toolkit for Design, Monitoring and Evaluation was launched. The impact reach and influence of this PVE M&E toolkit continues to grow and in 2020 it was featured as one of few tools among UNDP SDG Integration resources.

PEACE AND DEVELOPMENT ADVISORS FELLOWSHIP



Climate change poses direct threats to human life because of injury and death from heat, flooding, and other effects. It also poses indirect threats, as it contributes to forced migration, conflict over natural resources, and more.

In 2019, OGC brought together leading thinkers for the fourth cohort of the [Peace and Development Advisors Fellowship](#) to explore the topic of 'Climate-Related Security Risks and Sustaining Peace'; they analysed the relationship of climate and

conflict and made recommendations on possible programming. Fellows work as Peace and Development Advisors or in similar roles at UNDP and United Nations offices around the world. This year's cohort of the residential fellowship was hosted by OGC in partnership with the UNDP-DPPA Joint Programme and the Folke Bernadotte Academy (FBA) in Stockholm.

As part of the fellowship, participants go on to produce individual policy papers.

Fellows have reported significant benefits from their participation. From Nigeria, Zebulon Suifon Takwa says the fellowship afforded him new knowledge that forms the basis of a new project for the Sahel, a region that has seen an increase in violent extremism driven by climate change. From Tunisia, Giordano Segneri reports that the fellowship was a unique opportunity to brainstorm with peers on bringing climate into the prevention agenda; he is now working with UNDP and FAO on natural resources management and climate risks.

"The PDA Fellowship provided the intellectual space and guidance I needed to develop my understanding of climate-related security risks as they relate to deadly conflicts between farmers and herders in the Sahel. Upon my return to Chad, I collaborated with my fellow PDA in Sudan to develop a cross-border peacebuilding project that draws on the findings of the issue brief I developed in Stockholm."

— Patrick McCarthy

The latest cohort of fellows, their countries or regions of service, and paper topics include: Anne Hagood, Jordan; Giordano Segneri, Tunisia; Kehinde Bolaji, Caribbean; Laura Lima, Mozambique; Madeline Brennan, Bangladesh; Mads Knudsen, Africa; Nasheeth Thoha, Maldives; Ngozi Amu, West Africa and the Sahel; Patrick McCarthy, Chad; Santiago Daroca, Guatemala; and Zebulon Suifon Takwa, Nigeria.

ADVANCING PEACE, JUSTICE AND STRONG INSTITUTIONS THROUGH EFFECTIVE MONITORING AND IMPLEMENTATION

Highlights:

- Promoted SDG 16 as a vital element of the 2030 Agenda by supporting a flagship report on SDG 16 implementation being done by UN agencies and their partners.
- Boosted countries' progress on SDG 16+ by sharing key trends, findings, and recommendations for SDG 16+ implementation globally.
- Shone a spotlight on African innovation through jointly produced report *Is Africa Measuring Up to its Goal 16 Commitments? The Road to the HLPF and Beyond*.
- Links with UNDP's Strategic Plan Output 1.1.1

In adopting SDG 16 as part of the 2030 Agenda in 2015, the world focused collective attention on matters of peace, justice, and strong institutions.

OGC is dedicated to SDG 16, both as a goal in itself and as a means to help achieve other goals and has worked with a focus on monitoring and reporting. Monitoring may sound like a merely technocratic exercise, but evidence from the Millennium Development Goals showed that monitoring drives action. When governments and countries invest in measuring progress, more action goes into ensuring that this progress happens, through developing and implementing policies and programmes. So, 'what gets measured gets done'—which also means that the choice of indicators and their methodologies is critical.

What does this mean for OGC's work in practice? Through research, policy dialogue, and targeted technical assistance, OGC helps countries measure and report on SDG 16 progress. With this help, countries are moving closer to the vision laid out in SDG 16.

RESEARCH AND POLICY DIALOGUE ON SDG 16

Fulfilling even one of the targets under SDG 16 is a great task for a country; fulfilling all of them is many times more so. In 2019, the High-Level Political Forum (HLPF) — the global monitoring mechanism for the SDGs — conducted its first 'Thematic Review' of SDG 16; this is a thorough analysis of progress, challenges, and the best ways forward. OGC's SDG 16 research in 2019 contributed to the global SDG 16 Thematic Review.

OGC contributed significantly to the review by coordinating a flagship report of the UN agencies, civil society and private sector partners that form the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies (the 'Global Alliance').

This report complements the UN Secretary General's annual SDG Report which addresses SDG 16 among all other goals providing an overview of country level actions and progress on SDG 16+ across different regions and development contexts and by highlighting key trends, findings and recommendations for SDG 16+ implementation globally.



In coordinating the development of this report, titled [*Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice and inclusion*](#), OGC:

- **Leveraged experience on advancing SDG 16 from around the globe:** OGC supported the organisation of six regional technical consultations to feed the expertise of stakeholders from multiple developing countries directly into the report. OGC also worked with national partners and UN Country Teams across different regions and development contexts to develop 25 country case studies, all of which were approved by the 25 governments involved. The fact that a large number of countries were keen to contribute their case studies under tight deadlines indicates that they consider SDG 16 an important goal and the report a vital tool to share their efforts. OGC was inclusive in its work on the report by engaging, from the outset, key stakeholders in the global SDG 16 community, such as The Pathfinders, the 16 Plus Forum, and relevant think tanks.
- **Played a vital role in assessing progress on SDG 16:** The report features analysis of trends on all aspects of SDG 16 as well as peace, justice, and inclusion targets included in other SDGs ('SDG 16+') and makes recommendations for further action. The report was presented at the UN's SDG 16 conference in Rome in May 2019 and at the Thematic Review session at the HLPF itself in July in New York. As a result, it directly informed member states' Thematic Review of SDG 16. The Thematic Review has yielded concrete results: member states and the international community made nearly 70 commitments for [acceleration actions](#) on SDG 16 — more than on almost any other SDG. These actions are initiatives voluntarily undertaken to accelerate SDG implementation. During the HLPF, the report was acclaimed by speakers at an SDG Media Zone event for taking comprehensive stock of SDG 16+; endorsed by the wider SDG 16+ community; and widely covered on social media by partners including UN agencies and national ministries and missions to the UN.
- **Influenced discourse on and support for SDG 16 beyond the HLPF:** The report has had impact beyond the HLPF. It was used as a basis for discussion during a side event at Geneva Peace Week; as a source of examples to be published on the SDG 16 Hub; and as a main reference in an [SDG 16 policy brief](#) by the European Parliament. The quality of the report, its contribution to the SDG 16 review, and the resulting recommendations at the 2019 HLPF were important factors in the UK Government providing additional funding to the Global Alliance to support its dissemination. Stakeholders in the global SDG 16 community continue to use the report as a reference.

"I've been using the report in my current research and have found it helpful, both in framing SDG 16 as an accelerator for all SDGs, and for the insight it provides on SDG 16 trends and measurement and monitoring." — Margaret Williams, WFUNA

SDG 16 MEASUREMENT AND DATA MANAGEMENT

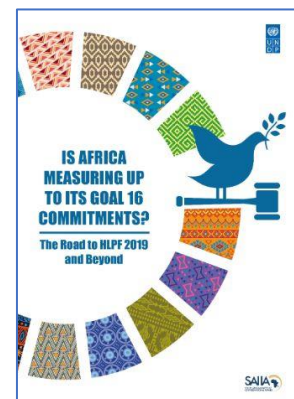
In order to assess their progress on SDG 16, countries must know how to collect and manage data and measure change over time. In 2019, OGC continued its leadership in developing international standards to measure governance, peace, and inclusion, and also supported countries' efforts to take a more systematic approach to evidence-gathering, peer learning, and partnerships in SDG 16 reporting. OGC's work in this area is often highly technical, but the results are clear: better data to measure progress, identify shortcomings, and achieve SDG 16. In 2019, OGC:

- **Secured indicators for SDG targets 16.6 and 16.7:** Targets 16.6 and 16.7 concern 'effective, accountable and transparent institutions' and 'responsive, inclusive, participatory and representative decision-making,' respectively. Four indicators for these targets were at risk of being eliminated since there was no internationally agreed methodology for collecting data on them. OGC took on the responsibility for UNDP to be a so-called 'custodian' for these

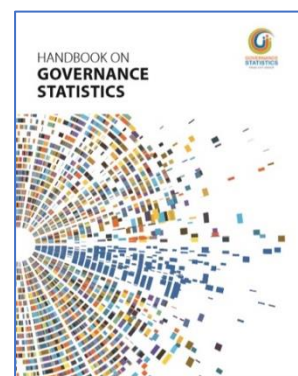
indicators, which involved engaging more than 50 NSOs from all regions of the world in developing methodological proposals and pilot-testing them in diverse national contexts to identify options that were both technically feasible and cost-effective. In March 2019, after two years of research into existing measurement practices, intensive consultations with regional and global research organizations (such as the European Social Survey, the World Values Survey Association, UNDP's Human Development Report Office, the OECD's Statistics Directorate, the Afrobarometer, the University of Pittsburgh's Gender Inequality Research Lab, and the European Commission for the Efficiency of Justice - CEPEJ) and two global expert group meetings held in Oslo and co-hosted with Statistics Norway, the four indicators were formally endorsed by the responsible UN body. These indicators will now be used by all UN member states to produce official statistics on aspects of democratic governance — such as 'inclusive and responsive decision-making' and 'satisfaction with public services' — which previously had been measured in a comparable way only by independent research networks. In 2020, OGC will launch an SDG 16 survey module and an online reporting platform to make it as easy as possible for countries to collect and report data on these two important SDG 16 targets.

- **Led the way on a new indicator for justice:** SDG target 16.3, on the rule of law and equal access to justice for all, is a reminder of just how much ground can be covered in one SDG target. OGC, in collaboration with UNODC and OECD, helped secure passage of an additional indicator for this target. This new indicator concerns access to civil — as opposed to only criminal — justice, and so touches the lives of countless people affected by disputes over labour, land tenure, injuries, and so on. Were it not for the new indicator, progress on this often-overlooked area of access to justice would not be measured.

- **Highlighted African innovation in measuring and reporting on SDG 16:** OGC provided support on research methodology and results to the report [Is Africa Measuring Up to its Goal 16 Commitments? The Road to the HLPF and Beyond](#). This report, produced by UNDP and the South African Institute of International Affairs (SAIIA), highlights how African states are among the most innovative and committed in measuring and reporting on SDG 16. It was released to coincide with the HLPF, where countries presented their Voluntary National Reviews on a number of the SDGs, including, for the first time, on SDG 16. The report was widely distributed through UNDP and SAIIA social media channels.



- **Supported African leadership on governance statistics:** OGC supported the first African-led City Group, the Praia Group, in developing the first country-led, [global Handbook on Governance Statistics](#). The handbook responds to demand from member states and especially developing countries for guidance on indicators in governance, peace, and security; it represents a significant global endeavour by member states towards international standards in all areas of governance statistics. It covers and goes beyond SDG 16, and was launched in March 2020.



- **Bolstered countries' SDG 16 monitoring:** OGC leads a pilot initiative that helps 16 countries assess progress on peace, justice, and strong institutions. Participating countries

include Argentina, Burkina Faso, Cape Verde, Central African Republic, Colombia, El Salvador, Georgia, Indonesia, Lebanon, Mexico, Moldova, Mongolia, South Africa, Timor Leste, Tunisia and Uruguay. In 2019, the initiative supported peer exchange, for example through a meeting in Tunisia of Francophone (pilot and other) countries. Also in 2019, OGC performed a rigorous strategic review of the initiative and relaunched it under the umbrella of the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies. As a result, participating countries will now be able to draw on the expertise of six UN agencies (UNDP, UNESCO, UNHCR, OHCHR, UNODC, and UN Women) as well as a civil society network and private sector partners.

"The peer exchange was instrumental for us in Senegal to help the government create a national monitoring committee on SDG 16. This committee is now likely to become the blueprint for monitoring other SDGs." — Seynabou Diaw Ba, UNDP Senegal

KNOWLEDGE AND LEARNING ON SDG 16

To mobilize maximum support for SDG 16, OGC develops standards, manages a top online hub and shows how peace, justice, and strong institutions are connected to other SDGs and national priorities. In 2019, OGC:

- **Developed standards for countries to better engage multiple stakeholders in the SDGs:** Countries have been flagging to OGC and other parts of UNDP and the UN that they face a challenge of whether, when, and how best to engage multiple stakeholders in implementing, monitoring, and reporting on the SDGs. In 2019, OGC collaborated with UNDESA to create a framework that helps analyse the quality of stakeholder engagement in SDG processes. The framework contains a matrix of three key principles contained in SDG 16: inclusiveness (including non-discrimination and accessibility), participation (including access to information, influence in decision-making), and accountability (including transparency and responsiveness). In this way, the framework helps stakeholders assess how these principles are being put into practice. An expert advisory group convened by OGC and comprising both governmental and nongovernmental experts (including the Norwegian network of NGOs, ForUM) is now refining the framework and will pilot it in 2020. Members of the expert advisory group and other partners have stressed that the analytical framework is filling a gap and will help them engage stakeholders in their countries. Once the framework has been tested by reviewing a handful of country practices through research and interviews, expert advisory group members will pilot and promote it in their own countries. The purpose of the framework is to help national partners review and improve on their own stakeholder engagement practices — ideally by facilitating a constructive dialogue between state and non-state actors. The framework will also become part of a key set of SDG implementation tools that UNDP and UNDESA will offer to countries, including in preparation of their voluntary national reviews.
- **Explored how SDG 16 helps achieve other SDGs:** The objectives contained within SDG 16 are valuable in themselves, but they are also related to the entire 2030 Agenda. Peace makes way for more prosperity; justice calls for greater gender equality and women's roles in decision-making; and strong institutions are better able than weak ones to provide water and sanitation services, for example. After drafting tools to improve inter-institutional coordination that caught the attention of the Norwegian Ministry of Fisheries, OGC in 2019 advised the Ministry on developing its Blue Justice Initiative and helped connect it to key UN processes.

- **Managed the online hub about SDG 16:** [The SDG 16 Hub](#) is the go-to place for governments, NGOs, and other parties interested in fulfilling the promise of peace, justice, and strong institutions. Managed by OGC, the SDG 16 Hub is more than just a clearinghouse of knowledge on SDG 16, but also an online platform where countries can come together and share data and ideas on how best to implement the goal. Everyone from youth leaders to policymakers can use the hub to learn and foster collaboration. In its role managing the Hub, OGC oversees SDG 16 newsletters, supports peer-to-peer learning, and curates the resource section.



OGC STAFF AND INTERNS

Many thanks to our staff and interns in 2019, who included the following:

Sarah Lister ●●●●●●●●●●●●●●●●	Director ●●●●●●●●●●●●●●●●
Endre Stiansen ●●●●●●●●●●●●●●●●	Senior Research and Policy Advisor ●●●●●●●●●●●●●●●●
Alexandra Wilde ●●●●●●●●●●●●●●●●	Senior Research and Policy Advisor ●●●●●●●●●●●●●●●●
Simon Alexis Finley ●●●●●●●●●●●●●●●●	Research Advisor ●●●●●●●●●●●●●●●●
Julia Kercher ●●●●●●●●●●●●●●●●	Senior expert consultant – SDG 16 learning ●●●●●●●●●●●●●●●●
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Flavia Silva ●●●●●●●●●●●●●●●●	Intern ●●●●●●●●●●●●●●●●
Fernanda Tenorio ●●●●●●●●●●●●●●●●	Intern ●●●●●●●●●●●●●●●●