



الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities

Localization Plan of Sustainable Development Goals in Palestinian Local Authorities

2023-2028 Roadmap

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Message from APLA

Dear members, partners, and advocates for sustainable development,

As we set out on this transformative journey towards advancing the Sustainable Development Goals (SDGs) within our Palestinian local communities, I am honored to introduce the 'SDGs Localization Plan in Palestinian Local Government Units.' This comprehensive plan represents a significant milestone and step forward in our collective commitment to sustainable development and the betterment of our beloved nation.

The Association of Palestinian Local Authorities (APLA) is consistently striving to empower and support local governments across Palestine. We've always recognized the critical role that local authorities play in addressing the unique challenges and opportunities within their respective regions. As we align ourselves with the global agenda of the SDGs, it is our local communities that emerge as the driving force, with these ambitious goals at the very heart of their missions, ultimately translating into actions that tangibly improve the lives of our citizens.

The 2030 Agenda for Sustainable Development is an inspiring roadmap for more equitable, inclusive, and sustainable communities. It sets 17 interconnected goals that touch upon all aspects of our society and environment, including poverty eradication, quality education, gender equality, clean energy, climate action, resilience, inclusiveness, and more. Yet, we must genuinely acknowledge that achieving these goals is not the sole responsibility of our national government; it is a collective effort that begins at the grassroots level.

The Palestinian Local governments play a central role in SDG localization, bridging resource gaps, fostering cross-sector collaboration, and managing stakeholders in Palestine's diverse institutional framework. Their broad mandates and local expertise are essential for integrated, inclusive, and sustainable development, aligning with local aspirations. However, challenges such as limited data availability and weak institutional capacity. To address these, APLA follows international SDG localization guidelines, developing a dynamic Localization Plan.

The 'SDGs Localization Plan in Palestinian Local Government Units' stands as evidence of the steadfast determination of APLA and our unwavering dedication to fostering inclusive and sustainable development that ensures the inclusion of all individuals and leaves no one behind. This plan offers a guiding path for each of our local government units (LGUs) to synchronize their strategies, policies, and endeavors with the SDGs, adapting them to the specific requirements and conditions of their respective communities.

In the pages that follow, you will find a wealth of information and guidance on how to localize the SDGs effectively. This includes strategies for raising awareness and building local ownership, engaging with marginalized and vulnerable groups, integrating the SDGs into local development plans, and monitoring progress. By adopting the principles of transparency, accountability, and participatory governance, our LGUs will become illuminators of sustainable development.

The path ahead will absolutely be filled with challenges, but it is through collaboration, innovation, and shared determination that we will overcome them. The success of our localization efforts will not only transform our local communities but also contribute to the broader national and global agendas. By advancing the SDGs at the local level, we are laying the foundation for a safe homeland from any targeting of our future and our aspirations for free and independent living.

I want to extend my deepest gratitude to all the dedicated individuals, Local Government Units, Local and international partners who have contributed to the development of this plan. Their commitment to the SDGs and to our nation's progress truly drives the changes.

As we set out to implement the 'SDGs Localization Plan in Palestinian Local Government Units,' let us keep in mind that our ultimate goal is to create a Palestine that is more equitable, sustainable, and responsive for all its citizens. Our journey begins at the local level, but its impact will resonate far beyond our borders.

Together, we have the power to turn the SDGs from global aspirations into local realities. Let us work hand in hand to make a difference in the lives of our people, leaving a lasting legacy for future generations.

Abdallah I. Anati

Executive Director

Association of Palestinian Local Authorities

Empowering Palestinian Local Government Units for Sustainable Development



List of Acronyms

APLA	Association of Palestinian Local Authorities
CSOs	Civil Society Organizations
EQA	Environmental Quality Authority
JSCs	Joint Service Councils
LGUs	Local Government Units
MDGs	Millennium Development Goals
MDLF	Municipal Development and Lending Fund
MDP	Municipal and Development Programme
MoLG	Ministry of Local Government
PA	Palestinian Authority
PCBS	Palestinian Central Bureau of Statistics
PENRA	Palestinian Energy and Natural Resources Authority
PMO	Prime Minister's Office
PPP	Public Private Partnership
PWA	Palestinian Water Authority
SDGs	Sustainable Development Goals
SDIP	Strategic Development and Investment Plan
UCLG	United Cities and Local Governments
UNDAF	UN Development Assistance Framework
UNECE	The United Nations Economic Commission for Europe
VLR	Voluntary Local Review

Introduction

In 2015, the United Nations approved the Sustainable Development Goals (SDGs) as a global call aimed at eradicating poverty, safeguarding the environment, and ensuring worldwide peace and prosperity by 2030. These 17 SDGs recognize the necessity of achieving sustainable development through a harmonious integration of social, economic, and environmental considerations. They acknowledge that actions taken in one domain inevitably influence outcomes in others.

The SDGs constitute an international agenda for promoting sustainable development, with a central focus on upholding human rights. This agenda strikes a balance between the advancement of social equity, economic growth, and environmental conservation. It underscores the links and connections between peace, development, and human rights. Highlighting the imperative to address these fundamental principles and goals in a holistic manner. Such an approach involves recognizing cross-cutting issues and the intricate interplay among these objectives.

The process of localizing SDGs involves contextualizing them within subnational settings while achieving the 2030 Agenda. This spans from defining objectives and targets to choosing implementation strategies and utilizing indicators for monitoring progress. To accomplish sustainable development goals at the global, national, and subnational levels, it entails formulating, executing, and overseeing plans at the local tier.

The Association of Palestinian Local Authorities (APLA) has aligned its strategy from 2019 to 2022 with the SDGs and has also incorporated SDGs into its forthcoming 2023-2026 strategy. APLA is actively driving the adoption and execution of initiatives at the local level to support the State of Palestine in SDGs achievement and target fulfillment. Successful design, execution, assessment, and accomplishment of the 2030 Agenda hinge on the development of suitable tools and methodologies for localizing SDGs. Although the commitment to react to the SDGs was officially endorsed in 2015, local governments have been proactively working to enhance local services and development in alignment with the SDGs for a significant duration.

APLA engaged the services of Pillars Consulting and Taazeez Consulting to create a comprehensive plan for localizing the SDGs within the context of the Palestinian Local Government Units (LGUs) in Palestine. The consortium assembled a team of experts responsible for formulating the plan and its associated components. Noteworthy members of this expert team included Mr. Nasser Shaikh Ali as the team leader, Dr. Samir Baidoun, Mr. Marwan Durzi, and Mr. Faed Awashreh.

The principal aim of this endeavor is to craft and develop the ‘SDGs Localization Plan in Palestine’ within the framework of Palestinian local government units (LGUs). The plan is supposed to provide a deeper understanding of management practice in relation to SDGs implementation. It is strategically shaped by the following fundamental inquiries:

Q1. How can the SDGs framework be localized through an integrated approach to sustainability management in Palestine?

Q2. What challenges can be identified when having an integrated approach in municipal SDGs implementation in Palestine?

Q3. What are the approaches, tools, mechanisms, resources, activities are required to support the localization of SDGs in Palestine?

The plan provides the following outputs:

- The institutional framework for the SDGs localization in Palestine.
- The expected contribution of the local government units (LGUs) in the SDGs localization plan in Palestine.
- Local SDGs coordination mechanisms, implementation of strategies and LGUs themes of participation.
- A framework on the localization and development of appropriate SDGs indicators for the Palestinian local authorities.
- Institutional frameworks for coordination, monitoring and evaluation mechanisms required to assess the progress of the implementation of the plan.
- A comprehensive roadmap/ action plan for the localization of the SDGs in Palestine.

Chapter 3 provides an introduction and background information about the assignment. Chapter 4 provides the methodology followed for the formulation of the plan. Chapter 5 provides the localization plan. Chapter 6 provides the institutional framework for SDGs localization. Chapter 7 provides the framework for monitoring and coordination of the SDGs localization plan.

Introduction and background Information

Local government sector in Palestine

Local Government in Palestine form the backbone of public administration and play an essential role in both Palestinian state-building and democratization. Local Government Units (LGUs) are the first point of contact and often the only interface between local communities and the central. Prior to the establishment of the Palestinian Authority (PA), the Palestinian municipalities and village councils were the only bodies responsible for providing public services to the Palestinian people. The Israeli occupation undermined many institutions in the West Bank and Gaza, including local government institutions, and indigenous political institutions were atrophied.

Currently, there are 443 local government units (LGUs) including 157 municipalities and 286 village councils in the West Bank and Gaza. The State of Palestine classifies LGUs in four categories according to their population sizes. As of December 2022, there are 17 ‘A’ municipalities which are the largest cities functioning as district centers, seats of governorates and economic hubs. There are 38 ‘B’ municipalities which have a population of at least 15000; ‘C’ Level municipalities with a population range from 5000 to 15000; and village councils that have a population less than 5000. In addition, subnational authorities include an estimated 83 Joint Service Councils (JSCs). JSCs have a legal character and perform one or more service delivery functions for multiple LGUs. Prior to the establishment of the PA, local governments, in addition to civil society organizations, were often the only means by which services maintained and citizens’ basic needs are met.

Palestinian local governments face challenges in fiscal sustainability, ability to sustainably meet citizen needs, limited local government resources and capabilities, and an inadequate legal framework, which leads to suboptimal service provision and poor management of resources. The Palestinian Local Authority Law assigned LGUs 28 comprehensive functions that crosscut activities of key line ministries, such as health, education, water, and electricity. The functions can be categorized per the following: utilities and infrastructure (roads, water, and electricity), physical planning, public health, social/cultural, administrative, and licensing of trade and businesses. However, despite this mandate, in practice, the LGUs’ actual responsibilities and authorities are relatively circumscribed, with most decisions requiring the approval of the Ministry of Local Government (MoLG). There is a lack of legal clarity on the roles and responsibilities at every level from the Palestinian Authority to the LGUs. LGUs have variable levels of institutional strengths and weaknesses. The law mandates the same 28 functions for all LGUs including municipalities

and village councils; it does not distinguish between municipalities and village councils in terms of structure, revenue, and expenditure assignments; and does not differentiate mandatory and optional functions of LGUs. Variability is primarily along the lines of big versus small LGUs. In addition, there are several conflicting laws and bylaws that govern the local government sector including energy, water, and construction licensing. According to the local authorities' law LGUs are elected and independent bodies with large mandate and financial autonomy. In practice, LGUs lack administrative and financial autonomy in managing their daily operations, revenues, and expenditures. The central government controls several aspects of LGUs' daily functions, and ministerial approvals are required for issues including bylaws, budget, and personnel. LGUs do not have the financial autonomy to determine rates for their services and different revenue sources. The PA's intergovernmental finance system is very limited and irregular. There are no regular grants or transfers from the PA to supplement the shortages of LGUs' own revenue sources. Unlike other governments, the PA does not provide conditional or equalization grants for LGUs to address financial imbalances.

The Strategic Development and Investment Plans (SDIPs)

Palestinian local authorities prepare four-year strategic plans called Strategic Development and Investment plan (SDIP). The SDIP is one of the tools that the Palestinian government uses for local development and initiatives support through MoLG.

The SDIP is a participatory development planning process and instrument that intends to steer local development directions in an integrated multi-theme and multi-stakeholder approach. The SDIP would allow for economic, social, environmental, (even political) and other broader themes that go beyond the core mandate of the LGU to become incorporated into the planning process. The components of the SDIP are: implementation plans for the municipal-related projects and programs (to be included in the yearly municipal budgets and plans), monitoring and evaluations plan, an estimated budget, and responsibilities of financing and implementation.

The planning horizon for the SDIP is specified of the duration of the SDIP, which is 4 years, to align with the term of the LGU's council. However, the SDIP's longer term development vision will have 8-10 years horizon. The 8-10 years visioning sets out the broad aims of the community for its future development and goes beyond the term of one municipal council. The SDIP planning themes are two-fold: firstly, themes that are within the direct mandate of the LGU, and secondly, themes that are locally-based but are within the mandate of other stakeholders.

Recently and in order to incorporate SDGs in formulation of SDIPs by LGUs, MoLG worked on improvement of planning methodologies including local development planning. Consequently, MoLG incorporated SDGs into local development plans by focusing on the economic, social, environmental, infrastructure and governance sectors. An annex to SDIP manual was prepared that aims at operationalization of SDGs into planning practices, and therefore, contribute to localization efforts. The SDIP of LGUs are expected to contain LGUs priorities aligned with SDGs.

The Association of Palestinian Local Authorities – APLA

As a nonprofit, semi-governmental association, the Association of Palestinian Local Authorities (APLA) forms a comprehensive framework which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizens by defending their rights, and representing them on all levels nationally, regionally, and internationally. The Association was founded on June 19, 1997 in Jerusalem by a presidential decree. APLA has set out its role to link local municipalities in-between and with international ones, represents, and defends local authorities by using all means and instruments of lobbying and advocacy at the central and legislative authorities, and service provider companies. Also, it works on the capacity building of the local authorities through the exchange of information and experiences to empower them in certain areas that contribute to the performance improvement of their employees.

Vision

APLA is the official institution that represents local government units (LGUs), works with and for them to unify, represent, defend and support its members to empower and develop them and achieve their independence, and works according to the principles of good local governance that is based on citizens' participation in local governance.

Mission

APLA as the official national umbrella strives to represent and support the Palestinian LGUs, and advocates for their interests and rights to develop and reach their independence in line with the National Policy Agenda and in accordance with good governance principles.

APLA's governing bodies: (Refer to Figure 1 for APLA's organizational structure)

▪ General Assembly:

The Association's membership shall consist of all the existing local authorities in Palestine and those that will be formed in the future. Also, the Association's

General Assembly shall consist of all the members who paid their annual subscription fees.

▪ **Administrative Committee:**

The Association should be supervised by an administrative committee comprised of 47 members and formed as follows: seventeen (17) permanent members appointed according to the Association's bylaws and represent the local authorities of the cities located in the centers of the Palestinian governorates as classified by the State of Palestine, including Jerusalem governorate; thirty (30) non-permanent members elected for two years by the assembly, each in his/her area.

▪ **Executive Committee:**

The Association is managed by an Executive Committee composed of twenty-five (25) members formed from the heads of municipalities (mayors) as follows: Seventeen (17) members representing the municipalities of the centers of the governorates, two (2) members from the south governorates and six (6) members from the north governorates (two (2) members from the center, two (2) from the north and two (2) from the south). These shall be elected by the Administrative Committee, for a two-years term, in its first meeting. The positions within the Executive Committee shall be: president, vice president, secretary, treasurer. The President of the Executive Committee shall be the President of APLA who will be the legal representative of the Association. In this capacity, he can appoint and/or delegate other lawyers and others to legally represent the Association before the official and judicial parties and different departments.

▪ **Executive Office:**

The Executive Office conducts the day-to-day work of APLA under the supervision and management of the Executive Director of the Association, who in turns prepares detailed monthly reports on everything related to the work and activities of APLA, to be submitted to the Executive Committee for discussion and decisions at its regular meetings. The Executive Director of APLA is delegated to represent the Association in front of all the partners and external parties.

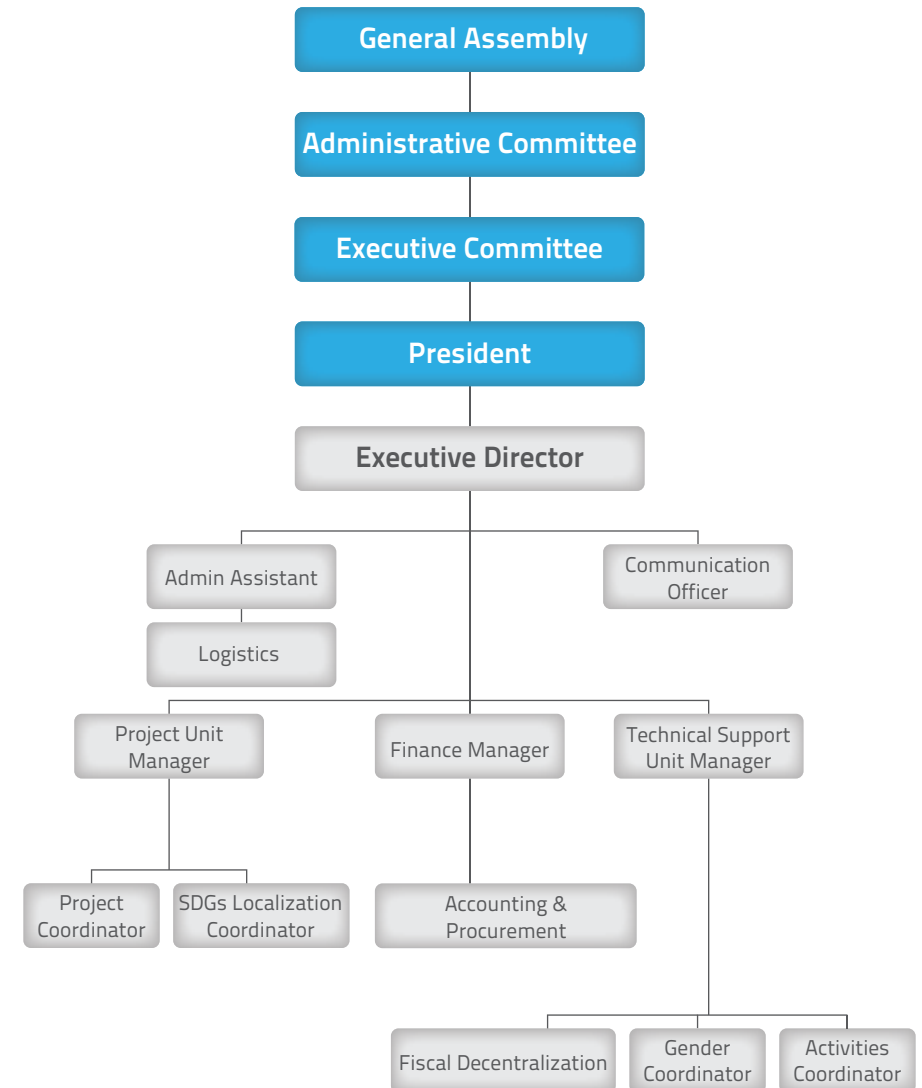


Figure (1): APLA's Organizational Structure.

THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)



Figure (2): Sustainable Development Goals (SDGs) Wheel.

In 2015, the 193 country members of the United Nations (UN) agreed to adopt the 2030 Agenda for Sustainable Development. The historic agenda lays out 17 Sustainable Development Goals (SDGs) and targets for dignity, peace, and prosperity for the planet and humankind, to be completed by the year 2030. Please refer to Annex 1 for an overview of SDGs (Annex 1: The Sustainable Development Goals). The agenda targets multiple areas for action, such as poverty and sanitation, and plans to build up local economies while addressing people's social needs and protecting the environment.

The SDGs build on over a decade of work by participating countries. In essence, the SDGs are a continuation of the eight Millennium Development Goals (MDGs), which began in the year 2000 and ended in 2015. The MDGs helped to lift nearly one billion people out of extreme poverty, combat hunger, and allow more girls to attend school. The MDGs, specifically goal seven, helped to protect the planet by practically eliminating global consumption of ozone-depleting substances; planting trees to offset the loss of forests; and increasing the percent of total land and coastal marine areas worldwide.

A key result of the post-2015 discussions was the identification of four dimensions as part of a global vision for sustainable development: inclusive social development, environmental sustainability, inclusive economic development, and peace and security. These four dimensions eventually became the SDGs.

There are a total of 169 targets to be achieved for the 17 goals. Each target has between one and three indicators used to measure progress toward reaching the targets. In total, there are 247 indicators that will measure compliance by each country by 2030.

The SDGs are unique in that, unlike the MDGs, there was comprehensive consultation processes organized at the national, regional and global levels, resulting in local viewpoints to be reflected in the structure of the final goals, and facilitating empowerment and ownership of the goals by a broad coalition of partners.

This also resulted in a much broader adoption of, and commitment to, the goals throughout the development field, both due to the content of the goals reflecting ground realities, and due to the active participation of local stakeholders in its formation. The only way we can truly change our trajectory is by approaching society's problems from the foundation of an alternative worldview—one that affirms life, rather than the accumulation of wealth above all else.

'Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. Seen as the guiding principle for long-term global development, sustainable development consists of three pillars: economic development, social development and environmental protection.'

The 2030 Agenda is an innovative initiative that brings together many existing agendas. It is grounded in the beliefs and values you may know from the Universal Declaration of Human Rights Agenda, the Millennium Declaration, the Rio Declaration on Environment and Development, and many other international treaties that have been protecting the state of the world as we know it today. They all bring a new paradigm and fundamental notion of Sustainable Development, putting together and in a holistic way the social and economic development, and the respect and attention to the environmental issues. The Preamble to the 2030 Agenda for Sustainable Development establishes a set of fundamental principles which reflect the core values shared by the 193 member states. In this sense, the agenda presents a framework that can be a transformative and catalyst tool to change the development process of a territory and re-orient policy making processes.

The principles of the 2030 Agenda:

- **Based on experience:** the SDGs are built on the experience and lessons learned from the MDGs. The new Agenda builds on the Millennium Development Goals and seeks to complete what they did not achieve, particularly in reaching the most vulnerable.
- **Multi-dimensional approach** to sustainable development in the 2030 Agenda is understood as a set of interlinked trajectories of social, economic and environmental evolution.
- **Leave no one behind:** the 2030 Agenda is for all people. The Goals and targets are set for all nations and peoples and for all segments of society. And the ambition is to reach the furthest behind first.
- **Global in nature:** the SDGs address the most pressing global challenges of our time (for example climate change, economic inequalities), which means that they cannot be tackled or solved by any state, territory or city separately.
- **Universal nature:** the 2030 Agenda applies to all the countries in the world regardless of their income levels: developed and developing countries alike.
- **Integral nature:** the 2030 Agenda is all-encompassing and interconnected in all its dimensions and at all levels: between Goals, between countries, and between global, regional and national levels.
- **Inclusive:** the 2030 Agenda implicates all levels of government, all stakeholders and all people in an inclusive and collective effort for sustainable development. This underscores the idea of the 2030 Agenda as a global partnership for sustainable development.
- **Measurable:** the 2030 Agenda puts particular emphasis on the need to measure performance and results through a set of 248 indicators in order to evaluate the achievement of the SDGs and draw lessons and recommendations.

The 17 Sustainable Development Goals and 169 targets demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet.

The Preamble of the Agenda 2030 identifies five thematic areas: people, planet, prosperity, peace and partnership – the 5 P's of the SDGs.



Prosperity



Planet



People



Partnership



Peace

- **People:** End poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfill their potential in dignity and equality and in a healthy environment.
- **Planet:** Protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.
- **Prosperity:** Ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.
- **Peace:** 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.
- **Partnership:** Determined to mobilize the means required to implement this Agenda through a revitalized Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.

Unlike the MDGs, which relied exclusively on funding from governments and non-profit organizations, the SDGs also rely on the private business sector to make contributions that change impractical and unsustainable consumption and production patterns. However, the UN must find more ways to meaningfully engage the private sector to reach the goals, and more businesses need to step up to the plate to address these goals.

METHODOLOGY OF FORMULATION OF LOCALIZATION PLAN

In preparation of the SDGs localization plan, the team of experts, in coordination with APLA, utilized various tools aimed at analyzing the Palestinian context as well as building on international models and experience in localization of SDGs. Localization of SDGs at LGUs level is considered an important milestone towards linking local agenda to both national and global agenda. It will also mobilize local untapped resources, build partnerships and align local priorities with national strategies and priorities. Figure 3 presents a graphical overview of the approach employed by the experts in formulating the SDG localization plan.

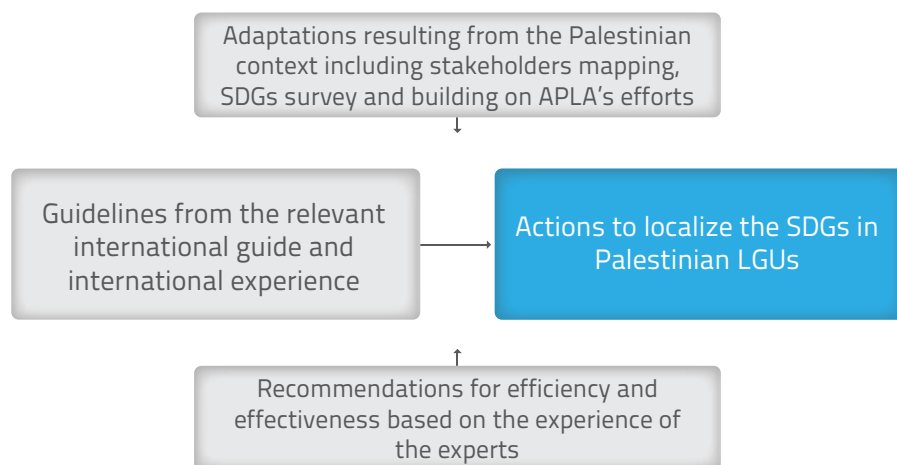


Figure (3): Graphical Overview of the Approach to Create the SDGs Localization Plan.

SDGS LOCALIZATION AT LEVEL OF LGUS

Localization of SDGs - Think Global, Act Local

Implementation of SDGs requires localization and multi-level governance, and local governments have the best potential to act as intermediaries to facilitate partnerships as the well-known idiom extolls, 'Think Global, Act Local'. A number of dialogues on localizing the post-2015 development agendas, particularly the SDGs, were organized by the UN and other international agencies, including the United Cities and Local Governments (UCLG). Lessons learnt from the MDG processes showed the key role of local governments in defining and delivering the goals, and in communicating to local stakeholders and citizens.

A key outcome of the dialogues to localize the SDGs was highlighting the importance of local and regional governments as essential to promote inclusive sustainable development. Effective local governance was also identified to ensure the inclusion of a diversity of local stakeholders, thereby creating broad-based ownership, commitment and accountability at the local level. Ultimately, an integrated multi-level and multi-stakeholder approach was mentioned as critical to promote transformative agendas at the local level.

Localizing is the process of taking into account subnational contexts in the achievement of the 2030 Agenda, from setting the Goals and targets to determining the means of implementation and using indicators to measure and monitor progress. Hence, localizing relates both to:

- How local and regional governments can support the achievement of the SDGs at the national level by means of action carried out from the bottom up.
- and;
- How the SDGs can provide a framework for local development policy.

Localizing is implementing local agendas in cities and territories to reach local and global goals. Localizing is a political process based on harnessing local opportunities, priorities and ideas. The 2030 Agenda for sustainable development highlighted the importance of local stakeholders. Local governments are recognized as being an important position to implement intermediation strategies for the localization of the global agenda. Local governments are expected to play a leading role in achieving the SDGs by assessing the local situation, identifying needs and resources, developing partnerships with stakeholders, and implementing appropriate policies and projects. They have already promoted the re-formulation of institutional systems, reflecting the 2030 Agenda in their visions and plans, and it is crucial for SDGs implementation to enhance the role of local governments. On the

other hand, SDGs implementation at the local level requires multi-stakeholder partnerships, with increasing numbers of public, private and not-for-profit organizations involved. The limited capacities of various local actors, including their financial and human resources, have been identified as a major challenge to SDG localization. In this regard, partnerships can be one of the solutions to cope with this insufficiency. The 2030 Agenda itself attaches great importance to partnerships and collaborations among various actors, and partnerships are expected to lead the transition to sustainable development by enabling the sharing of knowledge in relation to cross-sectoral challenges. Looking back, local actions and changes have been highlighted as a core element in the pursuit of sustainable development and multi-stakeholder processes, as seen in Local Agenda 21. Considering the expanded scope of the 2030 Agenda entailing the need for cross-sectoral collaboration and policy integration, it is crucial to pursue partnerships for the SDG at the local level.

Although collaboration among various stakeholders is expected to contribute to achieving the SDGs, it is difficult to manage how multiple activities led by different sectors can be coordinated and encouraged. Any multi-stakeholder partnership for sustainable development and suggested that successful partnerships require several conditions, including partner mix, leadership, goal-setting, finance, management, monitoring and evaluation. To deal with the above difficulties and promote multi-stakeholder collaboration to reach the SDGs, intermediary functions are necessary to link respective activities at the local level.

Importance of Local Governments in localizing SDGs

Local governments are 'the only local actors with responsibilities and interests across all the sectors and have the best potential to act as intermediaries considering their mandates, legitimacy, existing networks with different sectors, and accumulation of local experiences. This entails a necessity to understand how local governments as intermediaries are often placed in-between collaboration or network governance with increasing needs for resources and funding opportunities and the growing number of stakeholders involved in the SDG localization process. Localizing SDGs also means putting local areas and peoples' priorities, needs and resources at the center of sustainable development. Discussions pointed to a need for sustained exchanges between the global, national and local levels to achieve the SDGs.

In the past, localization was mainly aimed at the implementation of goals at the local level, by sub-national actors, in particular by local and regional governments. But with the SDGs, this thinking has evolved by way of targets being developed in order to clearly show the linkages between the responsibilities of local and regional governments and the achievement of the

SDGs. That is why the achievement of the SDGs depends, more than ever, on the ability of local and regional governments to promote integrated, inclusive and sustainable development. Local governments are policy makers and catalysts of change at the local level, and are best placed to link the global goals with local communities. Localizing SDGs is then a process to empower all local stakeholders, aimed at making sustainable development more responsive, and therefore, relevant to local needs and aspirations. SDGs can be achieved only if local actors fully participate, not only in the implementation, but also in the agenda-setting and monitoring.

SDGS GOVERNANCE STRUCTURE IN PALESTINE

In order to start the localization process of SDGs in Palestine and incorporating all their related targets and indicators into PA's plans and strategies along with building partnerships, the Palestinian Government established a national team to coordinate and monitor national efforts. At the same time, the Palestinian Government incorporated SDGs into its national priorities stipulated at the National Policy Agenda 2017-2020, namely road to independence, good governance, improve public services and sustainable development. Although the national public policies 2021-2023⁽¹⁾ didn't link the various policies with SDGs, these policies could be clearly correlated with various SDGs and targets. The majority of subsequent sector strategies 2021-2023 have also identified SDGs and their targets as part of sector focused policies. The Palestinian Government has also established a national statistical monitoring system headed by the Palestinian Central Bureau of Statistics (PCBS). In 2018, the State of Palestine published its first voluntary report⁽²⁾ on achievements of SDGs, and published its second report⁽³⁾ in 2020 to cover progress during the years 2018 and 2019.

Stakeholders Mapping

Prior to the adoption of SDGs, localization has been defined as 'the process of designing and implementing local development strategies to achieve the MDGs'. This involves promoting local ownership, understanding local needs and trends, and allocating resources to achieve targeted outcomes at the local level." During the design of the 2030 Agenda, however, many actors argued for greater active involvement of local governments in achieving the sustainable development agenda.

(1) <http://www.palestinecabinet.gov.ps/WebSite/Upload/Documents/%D%8A%7D%84%9D%8B%3D8%9A%D%8A7%D%8B%3D8A%7D%8AA%20%D%8A%7D%84%9D%8B%9D%8A%7D%85%9D%8A2023-202021%9.pdf>

(2) <http://www.palestinecabinet.gov.ps/portal/news/details/42549>

(3) <https://www.palgov.ps/files/server/2022/SDGs20%Progress20%Report20%-20%202020%English.pdf>

However, there is not yet a complete clarity on SDGs localization at the global level, and 'Localization of the SDGs' is often seen as adaptation of the 2030 Agenda in the national context, where the alignment process of the national development plans with the SDGs becomes the objective. Therefore, SDGs localization initiatives are only as effective as the national and local stakeholders' ability to align the SDGs with local priorities.

Based on the identified key players and most relevant stakeholders at SDGs structure and actions in Palestine and after reviewing their respective roles, it was clear that the below table (1) listed stakeholders are the most relevant. The methodology of work and formulation of the localization plan at LGUs focused on the national priorities and their intersections with the local government sector in Palestine, including the most relevant and active actors, i.e., MoLG and APLA. Also, the PCBS plays a central role at the technical coordination among various parties, and hence is expected to provide technical support to APLA in their localization efforts. The following table lists the most relevant stakeholders and their roles pertaining to SDGs.

Table (1): Relevant Stakeholders and their Roles in SDGs Localization.

Stakeholder	Roles
Government (PMO/ General Secretary)	Set national policy priorities at the national level aligned with the SDGs
	Establish and lead the SDGs national coordination team to coordinate the national efforts and to follow-up and implement the SDGs
	Establish a steering committee to produce the Voluntary National Reviews (VNR) and lead the drafting teams
Ministries (Education, Health, Labor, Economy, Justice, Interior, Public Works, Water Authority, Energy Authority, etc)	Service Delivery
	Develop sector strategies and align objectives with national policy priorities. Monitoring policy implementation

MoLG	Lead the process of developing the sector strategy, and align the sector strategy with the national policy priorities and the SDGs
	Formulation of policy and regulatory environment
	lead reporting on SDG 11
	Development and monitoring of SDIPs
	Lead the aid coordination of the local government sector including prioritization of SDGs localization
APLA	Support the implementation of localization initiatives
	Lead the SDGs Localization process at the LGUs level
	Support the establishment of local specialized teams
	Support the local specialized teams with capacity building packages
	Ensure the inclusion of the cross-cutting components related to issues like gender, peace and security
	lead the reporting process of the voluntary local reviews
	Represent the LAs at the national SDGs Team
	Represent the LAs at the UCLG
	Mobilize the Palestinian City Managers Network and the Technical Hubs to support LAs in the process
	Develop capacity building packages targeting LAs
UN Agencies (UNDP and UNHABITAT)	Develop advocacy and awareness campaigns
	Development and activation of SDGs platform
PCBS	Provide technical support to localize the SDGs
	Serve at the national and local SDGs teams
	Develop monitoring plans
	Collect data for SDGs indicators at the local and national level
PCBS	Train LGUs staff in data collection, tabulation and classification and prepare manuals

Local Authorities	Develop SDIPs in accordance to the SDGs
	Coordinate the work of the specialized local teams (Social, Economic, Environmental) in addition to health
	Institutionalize the SDGs
	Provide services and implement projects correlated with SDGs
	Partner with CSOs, private sector, academia, etc,
Academic Institutions	Serve at the national and local SDGs teams
	Conduct relevant research
	Design and implement capacity building packages
	Provide consultation to APLA and the LAs when demanded
Local Businesses, utility companies and business associations (Union of Chambers of Commerce, Business Women Forum, etc..)	Apply Environmental, social, and governance (ESG) practices
	Establish partnerships
	Serve at national and local teams
Local Civil Society Organizations (CSOs) including local media	Service delivery (social, economic, health, environment, legal, etc.)
	Serve at the national and local SDGs teams
	Develop relevant lobbying and advocacy campaigns
Development Partners (Donors)	Provide financial support
	Provide Technical support
	Align development strategies with local priorities

The current national structure doesn't include the Association of Palestinian Local Authorities. However, the APLA is a member of the coordination committee of SDG 11 that is led by the MoLG. The national team is mandated in identifying sustainable development priorities in Palestine and incorporating them into sector strategies and budgets, in addition to coordinating the overall process of preparation of progress reports. Figure 4 shows the institutional arrangements of SDGs in Palestine.

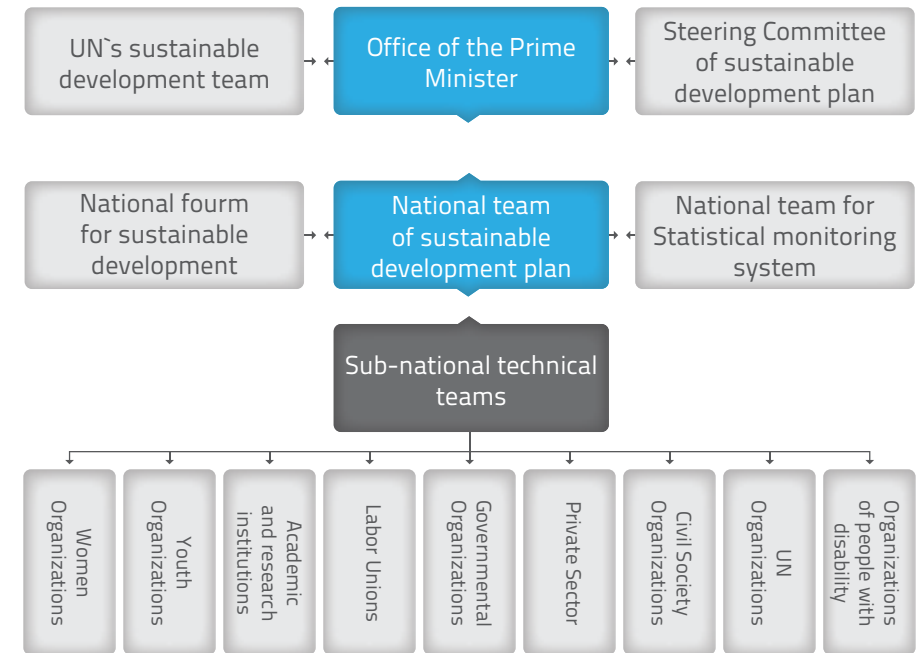


Figure (4): Institutional Framework of SDGs in Palestine.

Institutional Arrangements of SDGs in Palestine

The institutional arrangements to follow up on the implementation of SDGs in Palestine comprises various public, private and civil society organizations. The national team is headed by the Office of the Prime Minister that liaises with UN's sustainable development team and the steering committee of sustainable development plan. The national team comprises sub-national technical teams as follows:

Academic and research institutions, youth organizations, women organizations, labor unions, governmental organizations, private sector, civil society organizations, UN organizations, and organizations of people with disability.

The national team coordinates with relevant UN organizations with regards to alignment of efforts. The Palestinian government facilitated the work of UN organizations and built partnerships by naming public institutions responsible over the achievement of specific Goals, as well as assigned relevant UN organizations to each Goal, as below:

Goals	PA Focal Point	UN Organization
1,10	Ministry of Social Development	UNDP, UNICEF
2	Ministry of Agriculture	FAO
3	Ministry of Health	WHO
4	Ministry of Education	UNESCO
5	Ministry of Women Affairs	UN Women
6	Water Authority	UNICEF
7	Energy and Natural Resources Authority	UNDP
8	Ministry of Labor and Ministry of National Economy	ILO
9	Ministry of National Economy and Ministry of Housing and Public Works	UNIDO
11	Ministry of Local Government and Ministry of Housing and Public Works	UN Habitat
12,13,14,15	Environment Quality Authority	UNDP
16	Ministry of Justice	UNDP
17	Office of the Prime Minister	UNSCO

UN organizations in Palestine coordinate their support and identify their respective programming as part of the UN Development Assistance Framework (UNDAF)⁽⁴⁾.

Reporting on SDG 11

Pursuant to the previous submission of the 2018 and 2020 voluntary national reviews which documented the efforts made by the Palestinian government on achieving the SDGs, the Ministry of Local Government in partnership with UN-Habitat published in October 2021 the first voluntary report documenting the status of Goal 11 in Palestine⁽⁵⁾. The report covered 10 targets and 15 related indicators which fall under Goal 11; the majority of which were measured at the local level and progress reported at the national level. The report also listed the policy priorities of the Palestinian government for the upcoming period, which are based on the results and the needed policy change, and are crucial to advance the attainment of Goal 11 by the year 2030. The report referred to the existing national SDGs coordination structure including the PCBS as being the technical focal point. Although many indicators of the Goal relate to the level of local authorities, collected data pertaining to Goal's indicators were not prepared by local authorities nor exist at local level. Being the most relevant Goal to local authorities, the data gap between central sources of data and local level reveals an opportunity for both APLA and LGUs to tackle and hence, significantly contribute to improved alignment of priorities as well as improved collection of quality data.

Challenges Facing the State of Palestine's Commitment to SDGs

The State of Palestine recognizes few challenges regarding reporting on achievement of SDGs. Lack of data on various indicators is considered the main challenge. In this regard, several indicators require data that is collected from national surveys that are not updated regularly due to unavailability of financial resources. Another source of data is the administrative records of public and private organizations. Such records are often not adequate, available or comprehensive to report on SDGs indicators. As a result, national data covers 186 indicators out of 293 indicators. Other challenges are lack of Palestinian control in Jerusalem and Area C, as well as lack of control over borders and natural resources. Lack of adequate funding and weak capacity of national institutions are additional challenges. Several challenges were faced by the MoLG and UN-Habitat during the preparation of the SDG 11 progress report.

(4) https://unsc.unmissions.org/sites/default/files/palestine_undaf_2022-2018.pdf

(5) <https://unhabitat.org/status-report-on-the-achievement-of-goal-11-in-palestine-sustainable-cities-and-communities>

As the majority of indicators correspond to local level updated data is not generally available. The PCBS conducts surveys and censuses directly, in most cases, without partnering with local government units. Also, such surveys are not being conducted on yearly bases. For example, the housing conditions survey was conducted in 2015. Other data are not broken down by sex, age and persons with disabilities. Local government units could provide significant data pertaining to basic services, public transportation, land consumption, urbanization, cultural heritage, solid waste, air pollution, open spaces for public use, etc.

APLA's Contributions in SDGs and Localization⁽⁶⁾

- In both APLA's prior strategic plan (2019-2022) and the new formulated strategic plan (2023-2027), distinct connections were established between APLA's orientations and SDGs. Additionally, potential roles were identified wherein APLA could contribute to the realization of all SDGs based on the Palestinian priorities. This ongoing commitment aligns with APLA's dedication to bolstering and maintaining Palestinian local authorities. APLA operated to keep up with the special efforts at the regional and global levels in the local government sector. It also supported the growing roles played by local bodies in various countries of the world to provide optimal services to citizens. APLA adopted, in all its plans and programs the Sustainable Development Goals 2030, as these goals define the 17 ambitious goals endorsed by all members of the United Nations. These goals include the three dimensions of sustainable development - economic development, social inclusion, and environmental sustainability, supported by good governance.
- APLA's role is to localize the implementation of the Sustainable Development Goals by ensuring effective participation of local authorities, taking into account APLA's vision that the role of the local authorities in achieving the 2030 plan goes well beyond goal 11 to 'make cities and human communities inclusive, safe, resilient and sustainable.' It is difficult to measure the readiness of local authorities in Palestine to attain sustainable development in line with the 2030 global agenda, due to the varying capacities, circumstances, and resources of the local authorities. Therefore, APLA's actions to support its members in achieving sustainable development, take into consideration these differences, and highlight these objectives to clarify the roles and responsibilities of local authorities to achieve them.
- APLA has issued a booklet targeting local authorities with a simplified explanation of their role in achieving SDGs. It has also launched a social media awareness campaign about the 17 development goals and their components that provide a road map for a more balanced and just urban development through the global framework for sustainable development. In addition, APLA

launched the 'Good Citizenship and Good Governance' campaign, through which many messages were broadcasted through short videos. The campaign was aimed at citizens and local authorities in all their constituents through local media and social media sites. The content of these messages was about achieving sustainable development by bringing up topics related to attaining economic independence, social justice, and the rule of law, providing quality, inclusive education and comprehensive health care that is accessible to all and creating a sustainable and resilient society.

The role of APLA in supporting local authorities was not limited to achieving the agenda 2030 by launching media campaigns and publications, but this has expanded by aligning the Sustainable Development Agenda with its programs and through all its participants. In the stage of preparing the program of platforms for sharing experiences targeting workers and local authorities, APLA is keen to integrate sustainable development themes into the plans of each platform individually and in accordance with each discipline. The same applies to APLA's participation in local and international conferences and forums. APLA has participated in several conferences specializing in development topics. Throughout these conferences, APLA presented its vision of adopting the global agenda and the challenges facing its achievement in Palestine, and the roles and readiness of local authorities to implement these goals.

- Aligning the APLA's Strategic Plan (2019-2022) and (2023-2026) with the Sustainable Development Agenda
- Publication of the booklet 'Sustainable Development Goals: What Local Administrations Need to Know'
- Launching the campaign for 'Good Citizenship and Good Governance'
- Launching awareness raising campaign on APLA's social media channels.
- Aligning the activities of the exchange platforms with the 2030 Agenda
- Participation in conferences and forums on sustainable development
- Presenting an annual report for the Organization of United Cities and Local Governments (UCLG) on sustainable development at the local level
- APLA actively participates as a member in the SDG 11 national team
- APLA actively participates as a member in the national team to set up the National Urban Policy which concerns with finalizing policies and implementation of the SDG 11
- A technical committee was formed consisting of APLA, the Ministry of Local Government, the Palestinian Central Bureau of Statistics, and the local

(6) Information and data under this section were collected from APLA's management and staff.

government sector reform program and GIZ for Integrating SDGs with the SDIPs

- Participation in conferences and forums on sustainable development
- APLA developed its Multi-Annual Action Plan (MAAP) for 2021 – 2025 and it's fully aligned with the SDGs

The MAAP supports the Sustainable Development Goals (SDGs) localization, which entails support to climate action, sustainable environment approaches, and the SDGs mainstreaming into local planning.

- A dedicated SDG web portal being constructed to capture and disseminate information SDGs localization and to be a tool for reporting and monitoring SDFGs in the level of LGUs.
- APLA has undergone structural modifications, resulting in the establishment of a new role titled 'SDGs Localization Coordinator'.

Developing the capacities of APLA's employees:

- » Training on the localization of Sustainable Development Goals 'SDGs' 2030, organized by UCLG
- » Training on local economic development 'Post Covid -9 economic recovery'
- » Trainings on Local government units (LGUs) and their role in localizing the 2030 Sustainable Development Goals 'SDGs'
- APLA translated the UCLG publication 'Road Map: SDGs Localization'
- APLA launched social media campaign about '170 Action for achieving SDGs'
- **APLA launched a video Campaign:**
 - » Environment
 - » Elections
 - » Decentralized Cooperation
- APLA participated in an international and local event about LRGs initiatives for the SDGs Localization.

▪ Capacity building for the Local government units' employees:

- » Engineering Hub: Workshop on Localizing Sustainable Development Goals 'SDGs'
- » Training on local government units (LGUs) partnerships with the private sector
- » A series of workshops on economic and social development

APLA's SDGs Portal

APLA has developed the SDGs web platform that will serve as a main focal point of reference to all practices that must occur locally, which will reflect the Indicators for Mapping Sustainable Development Goals of the United Nations in Westbank Municipalities. Different stakeholders will be responsible for achieving the 167 indicators for which they are aligning with local needs; such as the local LGUs, APLA, MoLG and other stakeholders who will be involved in the process of maintaining the sustainable development Goals proposed by United Nations as 2030 Agenda SDGs with the 17 main goals.

Identifying appropriate indicators involves collecting, evaluating and selecting indicators for the sub-goals and intermediate goals of the 17 SDGs that are relevant at the municipal level. This should result in the creation of a set of indicators for mapping all SDGs at the municipal level which is directive (control-focused) and workable (straightforward) in equal measure. Generally, it uses indicators from existing compilations; only in exceptional cases, i.e., when no suitable indicators for relevant subgoals and intermediate goals have been found in the researched sources, new indicators are proposed.

The platform will reflect the procedures and activities that will take place locally as it will be a reference for public visitors to view the public allowed data that must be shared among, and another internal web community platform that will manage the local SDGs practices along with their key performance indicators and statistics.

The goal for developing the SDGs web platform is to maintain local actors' actions to take measures towards achieving sustainable development goals.

This web platform will support all parts involved in the process of maintaining the Global & local SDGs to effectively manage and optimize the quality, storage and retrieval of data, whereby elevating both the reach and impact on the Palestinian beneficiaries, and helping create meaningful facts endowed with relevance and purpose, that contribute to the existing programmatic frameworks, knowledge, strategies and advocacy efforts.

In general, use of the indicators should above all help make sustainability management in individual communities as effective as possible with respect to the implementation of Agenda 2030 and/or the SDGs.

This platform includes 2 main components:

The showcase website of the Palestinian SDGs platform: is addressed to the wider public including the aligned Global goals for our local community, the National policy agenda, APLA's strategic Plan, the civil society and interested citizens.

It aims to:

- Promote the 17 Goals and by extension promote the need to develop and invest in local LGUs for sustainable development solutions
- Implement the branding of the SDGs and make it recognizable by the wider public.
- Expand the awareness of the local community among diverse user groups.
- Provide information and news on ongoing local actions (e.g. via a global map linked to a database containing data on municipalities actions, selected 'progress task bars' showing key statistics on actions, events and news items).
- Allow space for news and information for APLA practices including funding and collaboration.
- opportunities, upcoming events, or requests for inputs to surveys or review processes.
- Allow publication of reports and resources being developed.

The Data Management System (DMS): the DMS will act as a hub for all data that will be collected and related to the sustainable strategies implemented by Palestinian LGUs. It is expected that up to 145 municipalities, 280 village councils of practice would eventually require access to the platform but it must be designed in a modular fashion to allow progressive expansion.

The DMS aims to:

- Provide a database of registered stakeholder engagement LGUs and provide a possibility for interested parties to contact registered LGUs.
- Provide full profile management to each member, that will show all records related to SDGs and statistical data measurements to SDGs' indicators and targets.
- Provide members / municipalities /village councils and other partners the option to create events, news and engage in discussions (both private and collective) related to the SDGs.

- Help members share tools and approaches to transform knowledge into actionable solutions for sustainable development.
- Allow uploading of annual monitoring and reporting by proponents of endorsed SDG Actions.
- Provide a global birds-eye view through an interactive map of where municipality actions, events and users are located, to facilitate exchange among and across communities of practice.
- Ability for APLA to actively manage and curate the municipalities and groups including launching of surveys, requests for engagement or creating areas for exchange and collaboration between different partners.
- Workflow management process will be the main part of the DMS as different departments or user roles will be responsible to confirm or change process statuses.
- Each municipality will have a significant profile to measure achievements and progress, calculated based on its SDG indicators entries.
- Provide smart reporting system that will give direct illustration for the progress and achievement being done among the different LGUs, it also will be able to provide comparisons and infographic charts according to yearly/ monthly/ daily achievements.
- Smart notification module, to send alerts to participating municipalities in case the system tracks a withdrawal in their achievements compared to the intended target or to previous progress measurements across the years.

LITERATURE REVIEW

- The Experts team extensively reviewed various international, national and local literatures from the political, planning, and public administration fields that focused on local governance in general and SDGs and localization in particular. The localization plan's theoretical model was enriched by various experiences and literature. The following is a compilation of primary resources examined:
- Palestinian government's national priorities and the related SDGs targets.
- State of Palestine's SDGs voluntary national reviews.
- The MoLG's sector strategy 2021-2023 and SDG11 voluntary report.
- PCBS matrix of SDGs.
- UN organization's role and SDGs plans in Palestine.

- United Nations Development Program SDGs localization in the Arab states.
- The State of Palestine's country results report 2020 by the United Nations.
- The State of Palestine's Atlas of Sustainable Development 2020.
- Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level.
- SDIP manual and its SDGs annex.
- LGUs functions according to law of local authorities.
- APLA's strategic plans (2019-2022), and the newly prepared strategic plan (2023-2026).
- APLA's manuals, brochures, platform and media campaigns.
- Roadmap for localizing the SDGs by the United Cities and Local Governments (UCLG).
- Localization 2030 Agenda and its sustainable development goals in Cape Town.
- Localization of the SDGs – Lessons for the West African sub-regions for the Ghanaian local governments.
- Country profiles on SDGs localization – local and regional governments stepping forward for achieving 2030 Agenda.

LESSONS LEARNED FROM INTERNATIONAL EXPERIENCE IN LOCALIZATION OF SDGS

The experience of Cape Town (South Africa) in localizing SDGs

To achieve localization of SDGs, Cape Town adopted an approach that built on a large set of partnerships with national and international organizations such as the C40 Cities Climate Leadership Group and the 100 Resilient Cities network. The city also has been involved in many national projects such as the Mistra Urban Futures SDGs indicator pilot project (2014/2015), as well as the ISO 37120 certification process (2016/2017). These experiences contributed to including reference to the SDGs in the City's 2017-2022 Integrated Development Plan (IDP), specifically with reference to urban resilience, which is one of the six guiding principles of the City's IDP. The city also views urban resilience as a core factor in achieving its strategic objectives of building a safe, caring, opportunity, inclusive and well-run city. The City also worked hard on improving the capacity of individuals, communities, institutions, businesses and systems to survive, overcome, adapt and grow, no matter what chronic

stresses and acute shocks they experience. To develop a well-organized and sustainable approach of localization, Cape Town took one year (2018-2019) preparing and talking to people and organizations. The P&S Department held a series of exploratory meetings, consultations and work sessions with City officials, including those managing the IDP, the City's policy process, the Environmental Management Strategy and the Resilience Strategy to discuss possible modalities of CCT policy alignment with and localization of the SDGs. The city also worked in partnership and collaboration with the resilience department, as a result of which the goals and actions of resilience department strategy were subsequently aligned to the SDGs.

Cape Town has also approved its resilience plan by the city manager and executive management team, and city council as well. Therefore, three dimensions to SDG localization can be distinguished: internal strengthening, national reporting and global positioning (refer to chart below).

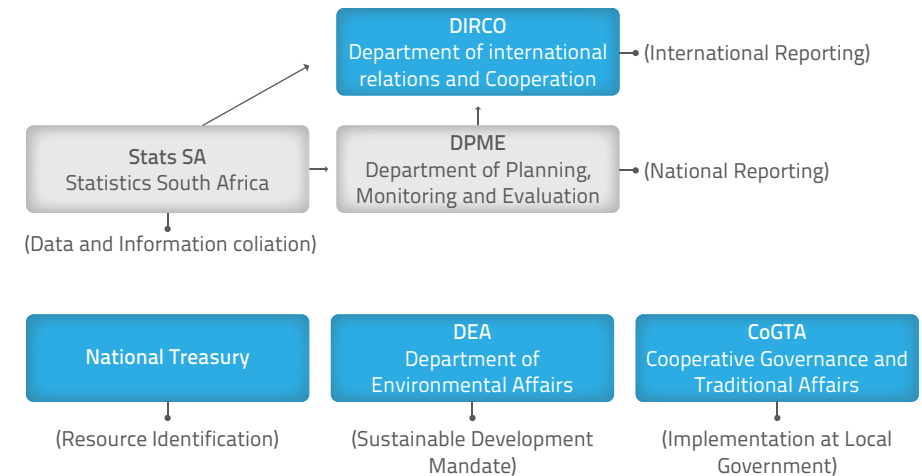


Figure (5): Institutional Arrangements for SDGs Localization in Cape Town.

The main actors involved in SDG localization in South Africa at national government level were part of a national steering committee, which consisted of: the department of international relations and cooperation (DIRCO), responsible for international reporting; the department of planning, monitoring and evaluation (DPME), responsible for national reporting; statistics South Africa (Stats SA), responsible for data and information collation; national treasury (NT), responsible for resource identification; department of environmental affairs (DEA), with a sustainable development mandate; and the department of cooperative governance and traditional affairs (CoGTA), responsible for the implementation of the SDGs at local government level. The lesson to be learned from this experience is that deep and serious collaboration (nationally

and internationally) is key to success. Also, mobilizing citizens are crucial in gaining wide public support, and this require ample of time and efforts.

The experience of Turkey in Localizing SDGs

Turkey has adopted the UN definition of localization. Localization by the UN means 'the process of defining, implementing and monitoring strategies at the local level for achievable global, national and local sustainable targets and objectives". Local governments in this regard are in the best position to ensure that the needs of local people are understood and fulfilled, as well as the majority of the basic services needed to meet the SDGs offered at the local level. However, Turkey has adopted a localization approach based on creativity and innovation. The ideal innovation process required strong motivation for individuals, groups and organizations to increase their knowledge of new information and related problems. Innovation that has been adopted emphasize that innovation is not just a new idea but a new application. This process involves the use of different tools, mechanisms, strategies, and platforms to ensure that the development agenda is effectively transformed into solid action and concrete results at local level to benefit communities.

Although development plans, developed by ministry of development, included all SDGs but basically, they focused on goal 11 'Making cities and human settlements inclusive, safe, resilient and sustainable". Turkey has paid special attention to the legal dimension that covers all activities related to localization process. According to Article 127 of the 1982 Constitution, local administrations in Turkey consist of special provincial administrations, municipalities and village administrations. However, when the municipal law was insufficient to regulate the needs of metropolitan cities such as Istanbul, it was first added to article 127 of 1982 constitution that special forms of governance could be introduced for large settlements; then, based on this provision, the metropolitan municipalities were gradually established in large settlements. Turkey, which accepted the SDGs after the MDGs, included these goals in the tenth development plan (2014-2018) and the plans that came after.

The Turkish approach of localization could be described as a central flexible approach that could be used in both national and local level, but responds to international plan of sustainable development 2030. This approach, built on human capital and innovation as the basic element in all development aspects. The primary lesson to be learned from the Turkish experience is the fact that capacity building of human capital leads to innovation.

Lithuanian Experience of Localizing SDGs

Lithuania as a transformative country focused on the internal efforts of localizing SDGs. The country has established an inter-institutional working group on sustainable development. This working group was directly connected to the Ministry of Environment. The purpose was bringing together experts from various line ministries and civil society organizations. This group, in cooperation with other national authorities, supports the ministry of environment in preparing progress reviews for presentation to the national commission on sustainable development (NCSO). The NCSO is chaired by the prime minister and includes representatives from line ministries, as well as civil society, academia and the private sector. There is also a commitment to further strengthen dialogue with the private sector and local stakeholders to achieve policy coherence at all levels. Civil society organizations and the private sector are represented in both the NCSO and the inter-institutional working group on sustainable development.

The Lithuanian approach of localization focused on wide consultations with all parties. The main lesson to be learned from this approach is that well prepared consultations with relevant parties will lead for successful implementation of localization . Also, the deep focus on partnerships and open dialogues with the society that has been developed during the process of localization was important. Finally, Lithuania focused on the environment as a key factor to other sustainable development elements.

MATRIX OF PRIORITY SDGS AND TARGETS

In preparation for the APLA's engagement in supporting national priorities as identified by the Palestinian government and hence establish a national-local synergy, a matrix of priority SDGs and related targets was prepared. As part of preparing the comprehensive matrix, the team of experts has highlighted priority targets identified by the Ministry of Local Government. Moreover, each target was analyzed with a view on determining linkages with LGUs functions as stipulated by the law of local authorities, and the scope of the SDIP. Please see Annex 2: SDG targets and their relevance to LGUs and other stakeholders.

Based on the analysis, the Palestinian government's national priorities correspond to 76 SDGs targets; the MoLG priority targets are 91; targets that correspond to the scope of the SDIP are 36; targets that correspond to LGUs functions as defined by the law of local authorities are 28; and finally, local targets identified by the UCLG are 98. The analysis clearly shows that both the law of local authorities and the scope of SDIP limit the extent of linkages of LGUs with SDGs targets. At the level of indicators, 36 indicators were identified as being relevant to LGUs functions, as defined by the law of local authorities. Please see Annex 3: Indicators identified as being relevant to the functions of Palestinian LGUs. This is an area that requires close coordination and advocacy between LGUs and APLA on one hand, and the Palestinian government on the other hand. Finally, the APLA has internally discussed LGUs priority targets and suggested prioritization of 48 targets. The identified targets are, to a great extent, logically linked with PA and MoLG priorities. The localization plan is proposing to refine these suggested priority targets by the APLA and LGUs.

CONSULTATION MEETINGS

Several preparatory and consultation meetings were held with APLA team, PMO's national coordinator of SDGs, MoLG's senior management, and donors. Parallel and regular updates and consultations conducted by the team of experts with the beforementioned parties were crucial to shape and outline and content of the localization plan. Depending on their deep knowledge of the dynamics and architecture of the local government sector and the latest SDGs related efforts and plans contributed to convergence of expectations and efforts from all related stakeholders as well as paving the way for APLA's leading role in localization of SDGs at LGUs level. The meetings with several donors provided an update about the progress made in APLA's efforts in localizing SDGs, and discussed ideas on how to strengthen partnerships with APLA and build on current and future funding of SDGs localization.

An important milestone was achieved as a result of a meeting led by PMO and in presence of APLA, MoLG, PCBS, Palestinian Water Authority, Palestinian Energy and Natural Resources Authority and Palestinian Environment Authority, that resulted in addition of APLA at the national SDGs committee and welcoming its new role in linking SDGs and national priorities with local priorities set by LGUs.

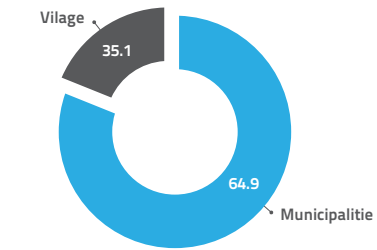
LGUS AWARENESS SURVEY

A questionnaire was designed to assess the current level of awareness of SDGs in LGUs. The purpose was to rapidly assess the extent of awareness of LGUs regarding SDGs, priority SDGs, sources of knowledge, and priority actions. The survey contained six questions:

1. The first question asked respondents about the type of LGU they work at, i.e., municipality or village council.
2. The second question asked respondents to enter the name of the LGU they work at.
3. The third question asked respondents whether they are aware of SDGs.
4. The fourth question inquired about the source of respondents' knowledge of SDGs, whether from internal LGU meetings, trainings or workshops organized by LGUs, trainings or workshops organized by APLA, trainings or workshops organized by others, personal research and self-learning, the internet and social media, or others.
5. The fifth question asked respondents about their views on the most important SDGs that are directly related to the LGU they work at.
6. The sixth question inquired about the priority actions LGUs should focus on during the next period.

APLA shared a link to the questionnaire to 432 LGUs, and respondents were given 24 days to respond. The total number of respondents was 94, i.e. 22% of the total number of LGUs.

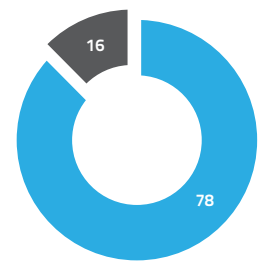
Analysis of responses



Q1: Please specify the type of LGU you work at

of the total number of village councils (286). The chart below shows the graphical results of the first question.

The percentage of responses from the total number of LGUs is considered a good representation of all LGUs. 64.9% of responses are from municipalities and 35.1% from village councils. Therefore, responses from municipalities represent 42% of the total number of municipalities is also considered a good representable sample. As for village councils, responses from overall number of village councils represent 12% of

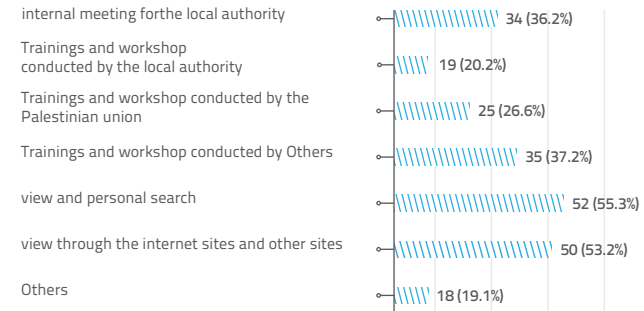


Q2: Are you informed about SDGs?

Q2: Are you informed about SDGs?

83% of respondents responded that they are aware of SDGs, which is considered a high percentage. However, 50-52 respondents (53-55%) indicated that their source of knowledge are self-learning and/or the internet and social media. While self-learning efforts is considered a good indication of awareness, however, awareness activities organized by the LGUs themselves are much less, i.e. 20-36%. The latter confirms the need for LGUs not only to educate their councils members and staff about SDGs, but they are required to better link and reflect on their priorities with a view on SDGs. The charts below shows the graphical results of the second and fourth questions.

if your answer is yes, then you have viewed the sustainable development objectives through (please select one or more options)



Responses from the fifth question focused on the most relevant SDGs that have direct relation with the work of LGUs. 95.7% of respondents indicated that 'provision of water and sewage' is a top priority. Next comes the importance of resilience infrastructure, at 83%; education comes at the third place at 63.8%; and health comes after at 51.1%. These results show that respondents (council members and staff) perceive provision of basic services and infrastructure as top priority goal. The chart below shows the graphical results of the fifth questions.



if your answer is yes, then you have viewed the sustainable development objectives through (please select one or more options)



When asked about the priority actions LGUs should focus on during the next period, 95.7% of respondents indicated that the priority is to secure financial resources required to incorporate SDGs in LGUs. 79.8% of respondents confirmed the need to deepen council members' and staff's knowledge about SDGs. 69.1% of respondents indicated the need to link LGUs' strategic objectives with SDGs, and 64.9% indicated the need to intensify communication with local community, marginalized groups, private sector, civil society and other related parties concerned of achievement of SDGs. The charts below shows the graphical results of the sixth questions.

for the next phase, the local authority needs to (please select one or more options)



Results show that LGUs acknowledged the importance of the development and strategic role of their LGUs in parallel to overcoming the financial constraints that inhibit LGUs in performing beyond their classical role. Also, LGUs acknowledged the importance of citizens and stakeholders' engagement as a prerequisite for incorporating priority SDGs in their respective communities. The latter is an important lever for LGUs in consolidating efforts and building partnerships.

THE OUTLINE OF SDGS LOCALIZATION PLAN

The team of experts relied primarily on the relevant international guide to localize the SDGs in addition to reviewing international cases of localization. A joint effort by three international organizations, namely the Global Taskforce of local and regional governments, the UN-Habitat, and the UNDP, resulted the creation of the Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level⁽⁷⁾. The guide is created to assist countries around the world to localize the SDGs while leaving a room of flexibility to adapt for the variations between the legal frameworks of countries and the challenges faced. The guide suggests four main components, referred to in this report as strategic objectives. Those strategic objectives are:

1. Awareness raising on the SDGs at the local level.
2. Advocacy for the perspective of LGUs on the SDGs vis-à-vis the national level.
3. Implementation of the SDGs on the local level.
4. Monitoring the implementation of the SDGs on the local level.

The guide provides advices on actions to be performed by various stakeholders to achieve each of the strategic objectives.

(7) <https://www.global-taskforce.org/roadmap-achieving-sdgs-local-level>

SDGS LOCALIZATION PLAN

As previously mentioned, the action plan to localize the SDGs consists of four primary strategic objectives. Based on the guidance provided by the guideline and the expertise of the team of experts, a set of 'specific objectives' was identified in order to achieve each of the strategic objectives. To achieve each of the specific objectives, a set of activities were proposed. The proposed plan was also developed so as to enable APLA and LGUs to adapt the setoff activities to their institutional and financial conditions. It will also allow proper monitoring and evaluation as well as facilitate linkage to respective fund raising and coordination efforts.

It is important to highlight the fact that this action plan shall be a living document that is updated and improved regularly. Few potential challenges that might face the implementation of this action plan (e.g., institutional, policy, capacity, etc.) may be envisioned that require regular monitoring and coordination with all relevant parties.

SUMMARY OF THE ACTION PLAN

The action plan consists of three levels: The first level is the level of the strategic objectives, the second level is the level of specific objectives, and the third level is the level of activities. Activities are, in most cases, described in terms of a set of tasks. The set of tasks, when implemented together, result in the achievement of the activity. Table 1 provides a list of main proposed activities to achieve the strategic objectives of the proposed localization plan. The objectives and activities are explained and detailed in the following sections.

Table 2: Summary of the SDG localization plan in Palestine

St. Obj. ID	Strategic Objective	Sp. Obj. ID	Specific Objective	Activity ID	Activity
A.	increase awareness on SDG	A.1	Educate LGUs on SDGs	A.1.1	Prepare educational material targeting LGU mayors and employees
				A.1.2	Conduct a conference for LGUs on SDGs
				A.1.3	Form an alliance for the awareness raising campaign
				A.1.4	Train relevant employees in LGUs on SDGs localization
		A.2	Mobilize LGUs to localize SDGs	A.2.1	Identify the criteria for champion LGUs localizing the SDGs
				A.2.2	Monitor and evaluate the commitment of LGUs to localize SDGs
				A.2.3	Conduct SDG localization Champion event
		A.3	Support LGUs in their awareness raising campaigns on SDGs	A.3.1	Design the draft LGU media campaign to educate citizens on SDGs
				A.3.2	Conduct national campaign to raise awareness on SDGs
				A.3.3	Provide technical advice and assistance to LGUs on SDGs awareness
		A.4	Increase local community awareness and involvement with SDGs	A.4.1	Implement the media campaign by LGUs
		B.	Advocacy	B.1	Create the enabling environment for LGUs to contribute to the achievement of the SDGs
B.2	Promoting awareness, engagement, and action towards sustainable development			B.2.1	Develop Policy Briefs, Fact Sheets, reports on SDGs at local and national levels
				B.2.2	Form Partnerships and alliances with NGOs, CSOs, Academia, local media to promote the adaptation and implementation of SDGs.
				B.2.3	Collaborate with international organizations and donors to access resources and technical assistance for SDG-related projects.

C.	Implement the SDGs	C.1	Align SDIPs with the SDGs	C.1.1	Review and update the created SDIPs based on SDG planning requirements
		C.2	Kick start the localization process	C.2.1	Pilot integration of priority SDGs targets
		C.3	Mobilize local resources	C.3.1	Conduct capacity and institutional assessment and design capacity and institution building packages
				C.3.2	Support LGUs to improve own source revenues
				C.3.3	Support the adoption of the philanthropy concept by LGUs
				C.3.4	Improve conditions for PPP
				C.3.5	Support fiscal decentralization and improve government transfers
		C.4	Build the capacities for effective and responsible local leadership	C.4.1	Improve the institutional building of LGUs
				C.4.2	Improve service delivery by LGUs
		C.5	Promote and support Decentralized Cooperation	C.5.1	Raise Awareness and Build Capacities of LGUs in decentralized cooperation
				C.5.2	Facilitate LGUs engagement with international LGUs and organizations.
				C.5.3	Provide technical assistance for LGUs in decentralized cooperation requirements
	C.6	Support LGUs initiatives for implementation of SDGs interventions	C.6.1	Assist LGUs in executing SDGs interventions	

D.	Monitor the achievement of the SDGs	D.1	Create the institutional foundation for an effective monitoring and reporting of the SDGs	D.1.1	Identify, adapt, and define relevant indicators
				D.1.2	Update priority targets and their related indicators with APLA's SDGs platform
				D.1.3	Identify the monitoring framework
				D.1.4	Institutionalize the monitoring methodology
		D.2	Activation of partnerships to collect data related to SDGs priority targets	D.2.1	Support the capacities and resources of PCBS
				D.2.2	Support the capacities of LGUs
		D.3	Support the process of monitoring and reporting	D.3.1	Actual collection and reporting of data
				D.3.2	Promotion and oversight over monitoring institutions
				D.3.3	Produce VLRs/ VSRs
		D.4	Regular update and upgrade the SDGs portal	D.4.1	Collect data on initiatives from LGUs, stakeholders and international community and share on platform
				D.4.2	Develop interactive awareness raising and capacity building modules



DESCRIPTION OF ACTIONS

This chapter contains a description of the measures or actions proposed by the consulting team in the action plan. The description includes the objective from the activity or the direct result of implementing it, a description of the activity as such, as well as risks (if any).

Strategic objective A: Increase awareness on SDGs

The SDG localization manual suggests the first phase of the localization process to be increasing awareness on the SDGs. In order for LGUs to be able to adopt the SDGs and thrive for their achievement, they should fully understand them and have the right level of awareness regarding them. The results of the questionnaire about SDGs that was conducted as part of this assignment confirmed the need to increase awareness of SDGs. 83% of respondents of the questionnaire responded that they are aware of SDGs, which is considered a high percentage. However, 50–52 respondents (53–55%) indicated that their source of knowledge are self-learning and/or the internet and social media.

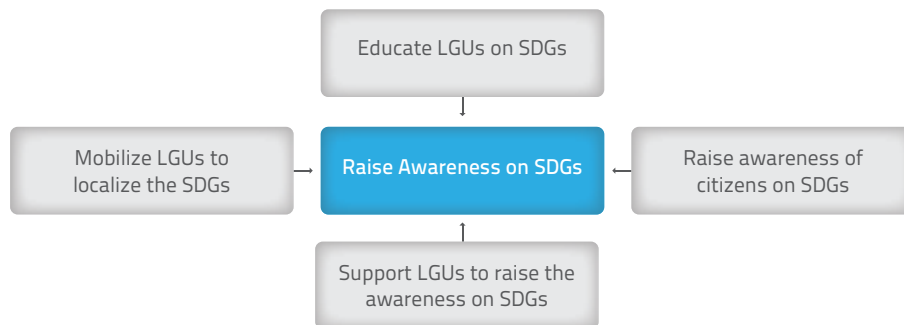


Figure 5: Visual summary of the strategy used to raise awareness on the SDGs

As shown in Figure 5, there are four specific objectives suggested to raise the awareness on SDGs. The first is to educate LGUs on SDGs. The second is to mobilize LGUs to adopt SDGs and thrive for their achievement. The third and fourth results are related to increasing the awareness of citizens on the SDGs both through central activities and through local activities. Each of these results has some corresponding activities designed to support its achievement.

Activity A.1.1

Activity ID	A.1.1
Activity Title	Prepare educational material targeting LGU mayors and employees
Activity is contributing to Specific objective:	Educate LGUs on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	MoLG, donors
Mode of Operation	Consultancy

In order for Palestinian LGUs to be able to support the localization process, they need to fully understand it. This activity contributes to the objective of educating relevant LGU personnel on the SDGs and the localization process. The direct result of implementing this activity is the availability of a body of knowledge that can be understood by relevant persons in Palestinian LGUs in an easy way. The information on SDGs, currently existing on the web, might not be usable to educate LGUs. The reason for this is threefold. First, the currently existing information is mostly in English and is prepared for English speaking audience or internationals. Second, the information existing in Arabic describe SDGs in general and does not aim to educate municipal audience on localizing the SDGs. Third, the information existing does not include the steps for localization agreed upon in Palestine.

Based on those three reasons, this activity is a must for the process. It is one of the foundations for the remaining activities. The material shall also include a guideline for LGUs on how to adapt their policy framework to support the localization of the SDGs. In the case of forming an alliance (optional activity A.1.3), part of the training material shall target the employees of universities and CSOs joining the alliance.

The risks involved in this activity are mostly related to potential poor understanding of the concept and the process. Therefore, APLA is advised to take considerable effort to, first, draft the ToR for the assignment in a very clear way. Second, support the procurement process in a way that would result in an adequate and competent consultant. Thirdly, to closely monitor the consultancy service in a way that ensures the quality of the final product.

Activity A.1.2

Activity ID	A.1.2
Activity Title	Conduct a conference for LGUs on SDGs
Activity is contributing to Specific objective:	Educate LGUs on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs
Mode of Operation	direct implementation

The process of localizing the SDGs requires significant commitment by LGUs. Therefore, launching the process requires a significant alert to the leaders in LGUs that a new significant process is being started. A conference might be one of the most convenient events to deliver this message in an effective way and to champion adoption of SDGs. The conference can be used to deliver the educational material targeting mayors and then obtain their feedback and recommendations to improve the quality of the process of localization and ensure their commitment. The conference can effectively be used by APLA to lay the foundation for its role in the process by delivering the right messages. Conferences were used by many associations of subnational governments to initiate the process of localizing SDGs such as Valencia (Spain). It is very important that the event receives sufficient media coverage and media attention. The APLA should take every possible measure to publicize the event and ensure that all LGUs are aware of it and are aware of the initiation of the process of localizing SDGs.

The risks that might be involved in this activity is the lack of sufficient attention by mayors to understand that this event is not a public relations event but rather an event that would require their commitment and work afterwards. Therefore, APLA is advised to intensify its messages to ensure achieving the objective of sufficient understanding by all attending mayors.

Activity A.1.3

Activity ID	A.1.3
Activity Title	Form an alliance for the awareness raising campaign
Activity is contributing to Specific objective:	Educate LGUs on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs, Academia
Mode of Operation	direct implementation

The situation in which all LGUs might be willing to support the process of localizing the SDGs might not be feasible. This is due to the limited financial resources of most LGUs, the shortage in human resources, and the fact that some LGUs have intense challenges that are keeping them busy. One of the alternatives is to rely on alliances with particular influential LGUs. In other words, not to target all LGUs. The alliance shall include the LGUs with high number of citizens and with sufficient capacity. The alliance shall also include academia and influential CSOs with sufficient capacity to support the process. Forming this alliance would be recommended given the general level of capacity in the majority of Palestinian LGUs. The approach of forming alliances was followed by at least the government of Valencia (Spain) and the Netherlands. In the Netherlands, about half of the municipalities participated in the campaign. To form such an alliance, APLA need to perform the following steps:

1. Identify the LGUs with the potentially sufficient capacity and interest to join the alliance.
2. Identify the universities and CSOs with the potentially sufficient capacity and interest to join the alliance.
3. Conduct a series of meetings with those institutions nominated. Explain the main steps involved in the SDG localization process. Obtain feedback from those institutions and apply the recommendations provided by them.
4. Finalize the agreements reached in a ceremony that includes signing an alliance charter. The event shall receive sufficient media coverage and attention.

Activity A.1.4

Activity ID	A.1.4
Activity Title	Form an alliance for the awareness raising campaign
Activity is contributing to Specific objective:	Educate LGUs on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs, Academia
Mode of Operation	direct implementation

After performing the previous two activities (activity A.1.1 and A.1.2) one intervention is remaining to achieve the objective of educating LGUs on SDGs and localization. This activity is to train the relevant employees in LGUs (or the LGUs in the alliance). Employees will be the actual resource working to support the process in LGUs. They will be the ones mobilizing citizens, civil society organizations and private sector inside the LGU. They will also be the ones who will steer their SDIPs towards the localization of the SDGs. Hence, they should have sufficient understanding and knowledge. Using the educational material created in activity A.1.1, APLA shall train the relevant employees on the process of localizing SDGs. The targeted audience are, preferably, the employees working on the creation of the SDIP. It will be highly advisable to also train the various SDIP committees in each LGU. The decision to upscale the training to include these committees depends on the available budget. The risks involved in this activity is related to the quality of the training and the enthusiasm of participants. APLA is, therefore, advised to select a consultancy company with innovative, customized and pleasurable approaches of training.

Activity A.1.5

Activity ID	A.1.5
Activity Title	Design and execute innovative educational tools for LGUs.
Activity is contributing to Specific objective:	Educate LGUs on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	donors
Mode of Operation	Consultancy

The activity of designing and executing innovative educational tools for LGUs aims to educate them on SDGs. It is a multifaceted and impactful endeavor since this type of activity combines elements of educational technology, gamification, and digital content creation in order to effectively engage LGUs' personnel in understanding and implementing SDGs. The way of implementation of this activity varies from creation of a variety of digital content; such as e-learning modules, videos, infographics, and interactive presentations. The content must be engaging, visually appealing, and easy to understand in order to deliver the educational material effectively. In the same manner, the integration of gamification elements into the educational tools to make the learning experience more engaging and interactive. This may include quizzes, challenges, leaderboards, and rewards to incentivize progress and competition among LGUs. it is worthy to mention that LGUs can benefit from the SDGs portal developed by APLA to get latest updates and news on the activities and initiatives of relation. While APLA will depend mostly on this platform to design and integrate these tools.

Activity A.2.1

Activity ID	A.2.1
Activity Title	Identify the criteria for champion LGUs localizing the SDGs
Activity is contributing to Specific objective:	Mobilize LGUs to localize SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs
Mode of Operation	stakeholder dialogue

This activity involves the monitoring of the achievement of the criteria (agreed upon in activity A.2.1) in LGUs. The description of this activity is totally dependent on the criteria agreed upon in the previous step. If, for example, the criteria included the level of reflecting SDGs in the final SDIPs, this activity might imply a consultancy assignment to review all the created SDIPs and produce an evaluation score for each LGU.

Activity A.2.2

Activity ID	A.2.2
Activity Title	Monitor and evaluate the commitment of LGUs to localize SDGs
Activity is contributing to Specific objective:	Mobilize LGUs to localize SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	MDLF
Mode of Operation	Consultancy

This activity is about rewarding the LGUs that were found to be the champions in localizing the SDGs based on the evaluation performed in the previous step. As mentioned previously, the reward can be symbolic and does not necessarily require sufficient financial resources. However, it is important to have sufficient publicity and media coverage to the event.

Activity A.2.3

Activity ID	A.2.3
Activity Title	Conduct SDG localization Champion event
Activity is contributing to Specific objective:	Mobilize LGUs to localize SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs, MDLF, MoLG
Mode of Operation	Direct Imp.

This activity is about rewarding the LGUs that were found to be the champions in localizing the SDGs based on the evaluation performed in the previous step. As mentioned previously, the reward can be symbolic and does not necessarily require sufficient financial resources. However, it is important to have sufficient publicity and media coverage to the event.

Activity 3.1

Activity ID	A.3.1
Activity Title	Design the draft LGU media campaign to educate citizens on SDGs
Activity is contributing to Specific objective:	Support LGUs in their awareness raising campaigns on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs
Mode of Operation	consultancy

LGUs lack the sufficient financial and human resources to create effective and successful media campaigns. Moreover, the potential of varying human understanding of the concept and the plan from one LGU to another is very high. Due to these reasons, it is highly recommended that the media and awareness raising campaign be designed centrally. On the ground of this, activity A.3.1 suggests to design the media and awareness campaign. The design shall take the following aspects into consideration:

1. The campaign shall effectively convey the message that every citizen is affected by the SDGs and every citizen shall contribute to the achievement of the SDGs.
2. The campaign shall inform the citizens of the positive impact of SDG localization.
3. The campaign shall utilize the media tools that are preferred by the citizens.
4. The campaign shall take into considerations the differences in preferences between various groups of citizens (male vs. female), (elderly, youth, children), (urban vs rural).
5. The campaign shall be innovative enough to be effective.

Activity A.3.2

Activity ID	A.3.2
Activity Title	Conduct national campaign to raise awareness on SDGs
Activity is contributing to Specific objective:	Support LGUs in their awareness raising campaigns on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	CSOs
Mode of Operation	Partnership with CSOs

The previous activity involves the design of the awareness raising campaign. The implementation of the campaign is left to the LGUs. To further support LGUs in raising the awareness, a national campaign implemented by a central institution is recommended. A centrally implemented campaign has the potential of reaching more citizens and more decision-making people in the national government. The tools used in the national campaign shall be different and probably more effective and more expensive than the tools used in the local campaigns. The tools might include the following:

1. Promotional videos produced with sufficient quality and broadcasted on central TV stations, social media, and events.
2. Events gathering public institutions.
3. The use of SDG champions. SDG champions is the concept of utilizing influential persons to promote the concept of SDG localization and contribute to the events of raising awareness. The UN Secretary-General Ban Ki-moon has appointed a group of 17 eminent persons to support him to generate momentum and commitment to achieve the SDGs by 2030⁽⁸⁾. Those persons included persons like Lionel Messi, Shakira and trusted scholars. In the context of Palestine, APLA can target known artists and known scholars and professionals to be the SDG champions.

(8) Quoted from the Roadmap for localizing the SDGs: Implementation and monitoring at subnational level, issued by Global TaskForce, UN Habitat, and UNDP.

Activity A.3.3

Activity ID	A.3.3
Activity Title	Provide technical advice and assistance to LGUs on SDG awareness
Activity is contributing to Specific objective:	Support LGUs in their awareness raising campaigns on SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	
Mode of Operation	Direct Imp.

LGUs will need technical advice during the process of localizing SDGs. Also, since the process is completely new to LGUs, they will certainly have questions popping up during the process that need to be answered. Therefore, this activity aims to ensure that this need is satisfied. The method of providing this advice can be through the employment of a technical advisor that LGUs can directly contact for advice.

Activity A.4.1

Activity ID	A.4.1
Activity Title	Develop Public Awareness Campaigns on SDGs
Activity is contributing to Specific objective:	Increase local community awareness and involvement with SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	APLA, LGUs
Relevant actors to include in the implementation	CSOs
Mode of Operation	Direct Imp.

4. This activity will be multi-faced public awareness raising campaign implemented by APLA and LGUs, the first step is the responsibility of APLA while the second is the responsibility of LGUs (or the LGUs in the alliance in case the option of alliance was chosen). It involves, basically, the implementation of the public awareness campaign using social media, local media, and community bulletin boards to disseminate information about SDGs and their relevance to

daily life. It can also include other innovative activities (e.g., carnivals, sports tournaments, competition, etc.) to raise the awareness of citizens. In general, LGUs are advised to try ensuring the following:

1. Awareness raising is not only about letting citizens know about the existence of the SDGs. It is also about empowering them to participate in the achievement of the SDGs in their daily lives⁽⁹⁾. This implies that citizens should know that they should not only know about the SDGs but they should try to influence their behavior in a way that contributes to achieving them. The use of existing social structures, such as the traditional leaders (Mukhtars) in the city, to assist raise the awareness and provoke the commitments.
2. The use of appealing activities and utilizing them to raise the awareness. This includes, for example, using cultural events including dabkeh, poetry, theaters.
3. The use of existing social structures, such as the traditional leaders (Mukhtars) in the city, to assist raise the awareness and provoke the commitments.
4. The use of formal and informal education. The use of formal education can involve having extracurricular sessions or activities to target students and raise their awareness. The use of informal education can utilize sport clubs, for example, to target youth.
5. The campaign shall take into consideration the potential differences between males and females. It shall ensure reaching female citizens in the same level of reaching male citizens. This might imply targeting places where women prefer to be such as women associations and female schools.

Activity A.4.2

Activity ID	A.4.2
Activity Title	Design and Implement community engagement programs
Activity is contributing to Specific objective:	Increase local community awareness and involvement with SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	LGUs
Relevant actors to include in the implementation	Local community and organizations, donors, local media, schools
Mode of Operation	Direct Imp.

(9) These requirements are identified based on the Guideline to localize SDGs.

The community engagement programs encompass a range of activities that aim to educate, inspire, and empower communities to actively contribute to the achievement of SDGs. Stakeholders' engagement is the key for successful implementation, including local community leaders, local community, schools, youth organizations, and NGOs. Collaborate to gain support and gather input for program development.

The program design will start with a comprehensive plan that includes a mix of activities, such as organizing community events focused on SDGs, complementary to the awareness campaigns, it might include clean-up drives, or cultural festivals with an SDG theme. Another activity is to host competitions, such as art contests, innovation challenges, or sustainable project proposals, to encourage creativity and problem-solving. Additionally, the collaboration with local schools and organize outreach programs to raise awareness among students (field visits, presentations, etc.). Finally, creation of specific programs for youth involvement, including leadership training, mentorship, and youth-led SDG projects (which can be implemented in schools). The selection of each activity will be up to the LGU and according to its unique needs.

Activity A.4.3

Activity ID	A.4.3
Activity Title	Develop an SDGs Ambassador Program
Activity is contributing to Specific objective:	Increase local community awareness and involvement with SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	LGUs
Relevant actors to include in the implementation	Schools, CVOs
Mode of Operation	Direct Imp.

LGUs can identify and select individuals from the local community and/or schools who have a genuine interest in SDGs. The ambassador program can include students, teachers, community leaders, or volunteers. First, it will start by delivering a fruitful training session to equip the selected ambassadors with a comprehensive understanding of the SDGs (might be done through A.4.1), their relevance to the local context, and effective communication and advocacy skills. Also, to encourage ambassadors to identify specific SDGs that align with their interests and expertise. Next, the ambassador will facilitate the development of individual or group action plans. These plans should

outline their strategies for promoting SDGs within their communities and schools, it might include creating projects, events, or campaigns that align with their chosen SDGs. The second approach is to encourage ambassadors to collaborate with teachers and administrators to integrate SDGs into the extracurricular activities in schools. And to support the establishment of SDG clubs or groups within schools to sustain the focus on SDGs.

Another aspect is that Ambassadors should actively engage with the local community to raise awareness about SDGs and involve residents in relevant projects and initiatives. Also, to encourage community members to participate in activities such as tree planting, waste management, and poverty alleviation programs, all tied to specific SDGs.

LGUs can finally conduct periodic evaluations to assess the impact of the program on both school communities and the local community. Also, recognize the efforts of SDGs ambassadors through certificates, awards, or public recognition.

Activity A.4.4

Activity ID	A.4.4
Activity Title	Support citizen engagement in LGUs planning
Activity is contributing to Specific objective:	Increase local community awareness and involvement with SDGs
Sp. objective is contributing to strategic objective:	Increase awareness on SDGs
Responsibility to implement the activity	LGUs
Relevant actors to include in the implementation	Local community
Mode of Operation	Direct Imp.

LGUs can promote citizen engagement in planning by many means including establishing clear policies, conducting community outreach and education, offering diverse engagement opportunities, providing access to information, creating advisory committees, seeking consultation and feedback, prioritizing transparency and accountability, building capacity among staff, ensuring inclusivity, utilizing technology, and design and use of interactive learning materials and modules, the adaption of these advanced mechanisms will guarantee achieving greater efficiency in learning purposes, maintaining a feedback loop, implementing participatory budgeting, recognizing citizen contributions. All with the goal of fostering a more inclusive, informed, and effective decision-making process that aligns with community needs and aspirations.



Strategic objective B: Advocacy for LGUs contribution to the SDGs

In order for the LGUs to be able to contribute achieving the SDGs on the local level, they need to have the enabling environment to do so. The enabling environment for LGUs to be able to contribute to the achievement of the SDGs include the following:

1. Reflection of the LGUs' perspective in the national plan and SDGs priorities.
2. Effective fiscal decentralization.
3. Supportive policy environment and effective multi-level governance and cooperation between different government tiers⁽¹⁰⁾.

A greater involvement of LGUs in national planning and prioritization as well as relevant priority SDGs identified by the Palestinian government is considered an important step. Reflection and representation of local needs and priorities (bottom-up approach) in national planning processes would align national and local efforts as well as induce local support to joint efforts. The APLA plays an important role in facilitating local-national coordination and dialogue. In this regard, the first preparatory step for localization took into consideration the involvement of the APLA in national planning team as well as in the SDGs national coordination team. The Office of the Prime Minister, the head of the SDGs coordination team, welcomed the involvement of APLA and considered this step an introductory but yet important step towards broader and deeper engagement of LGUs. This is expected to be translated by alignment of SDGs priorities by APLA with national and MoLG priorities.

In order to assess the relevancy and intersection among PA's identified SDGs priority targets, MoLG priority targets, targets relevant to LGUs' legal functions and/or SDIP, and APLA's priority targets, the following were noticed. Please see Annex 2 for the full comparison matrix.

- The Palestinian government identified 76 targets and considered them a priority.
- The Ministry of Local Government (MoLG) identified 91 targets.
- Targets that are relevant to LGUs legal functions and/or consistent with SDIPs are 64 targets.

(10) These requirements are identified based on the Guideline to localize SDGs.

On the other hand, the survey conducted by APLA confirmed that LGUs require significant financial resources so as to respond to priorities identified within their localities. 95.7% of respondents of the survey indicated that the priority is to secure financial resources required to incorporate SDGs in LGUs. In this regard, fiscal decentralization is considered one of the most important issues faced by LGUs. Fiscal decentralization refers to the transfer of fiscal (financial) decision-making and resource-raising powers from the central government to LGUs. There are several requirements for effective fiscal decentralization, including:

1. Clear and well-defined roles and responsibilities: It is important for there to be a clear understanding of the roles and responsibilities of different levels of government in relation to fiscal decision-making and resource-raising.
2. Adequate financial resources: LGUs must have access to sufficient financial resources in order to effectively carry out their responsibilities and deliver essential services to their citizens.
3. Fiscal transparency and accountability: There must be transparency and accountability in the use of fiscal resources at all levels of government in order to ensure that they are used effectively and efficiently.
4. Political commitment: There must be political commitment at all levels of government to the principles of fiscal decentralization in order to ensure its successful implementation and sustainability.

An analysis of the situation in Palestine suggests that these requirements, in addition to other policy and governance related requirements, are totally lacking, which provides an important area for advocacy work. LGUs cannot access many revenues that are assigned to them by law. For example, the property tax and the transportation tax. LGUs have been struggling for the past two years to obtain those funds due to the lack of political commitment from the central government and other institutional problems.

For the third requirement, decision making is so centralized and the coordination between municipalities and government institutions is facing significant challenges. This might be attributed to different factors such as the lack of political will, the large number of LGUs, the capacities of LGUs and the capacities of the governmental institutions.

Activity B.1.1

Activity ID	B.1.1
Activity Title	Conduct an advocacy campaign to push the central government to secure the enabling environment for APLA and LGUs to contribute to the SDGs
Activity is contributing to Specific objective:	Create the enabling environment for LGUs to contribute to the achievement of the SDGs
Sp. objective is contributing to strategic objective:	Advocacy
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUS, CSOs, Academia
Mode of Operation	Direct Implementation

This activity is about conducting a well-organized advocacy campaign(s) to change the situation described. Consequently, ensuring that the enabling environment for LGUs to contribute achieving the SDGs exists. Each of the requirements mentioned above can have its separate advocacy campaign or they can be combined in one campaign. The general tasks involved in this activity might include the following:

1. Identify the policy issues: the first step in an advocacy campaign is to identify the specific policy issues that the APLA and the LGUs want to address. This might include the three requirements mentioned above or one of them per campaign.
2. Collect evidence data: in order for the advocacy campaign to be successful, it needs to be based on evident information and not on opinions. For example, the call for fiscal decentralization need to show how the current level of fiscal decentralization is contributing to the poor quality of municipal services and the poor ability to implement infrastructure projects. To achieve this, LGUs might need data on how much does the municipal services actually cost and compare that with the accessible revenues. There have been several studies conducted on this topic that can be used. The persons running the campaign need to collect all possible evidence data, organize them and plan on how to use them.

3. Develop clear and concise messages: the persons responsible for the campaign should develop a clear and concise message that clearly communicates the issue and the desired policy change. This message should be tailored to the specific audience be reached, in this case this includes the Prime Minister, the Council of Ministers and the Ministry of Finance.

4. Develop a strategy: the persons managing the campaign should develop a strategy for how it will engage with key stakeholders and advocate for the policy change. This includes all the activities that can raise the voice and push the relevant decision makers to hear it. It might include conferences with universities and CSOs, social media campaigns, public media campaigns, delegations to the Prime Minister covered by the media.

5. Implement the campaign: this involves implementing the activities identified in the previous step.

6. Monitor and evaluate the campaign: it is important for the persons managing the campaign to monitor and evaluate the progress of the advocacy campaign in order to determine its effectiveness and make any necessary adjustments. This might involve gathering feedback from key stakeholders, and tracking media coverage.

One of the example countries who followed this activity is Uganda. In Uganda, the Uganda Local Governments Association (ULGA) conducted an advocacy campaign to improve fiscal decentralization in the country. The ULGA is a national umbrella organization that represents the interests of local governments in Uganda. As part of its advocacy campaign, ULGA worked with its member municipalities to develop a clear and concise message about the importance of fiscal decentralization, and engaged with key stakeholders, including the central government and civil society organizations, to advocate for changes to the fiscal decentralization system. ULGA also organized public events and used social media and other platforms to engage the public and raise awareness about the issue. As a result of these efforts, the central government implemented a number of reforms to improve fiscal decentralization in Uganda, including transferring additional financial resources and decision-making powers to local governments⁽¹¹⁾.

(11) Quoted from the Roadmap for localizing the SDGs: Implementation and monitoring at subnational level, issued by Global TaskForce, UN Habitat, and UNDP.

Activity B.2.1

Activity ID	B.2.1
Activity Title	Develop Policy Briefs, Fact Sheets, reports on SDGs at local and national levels
Activity is contributing to Specific objective:	Promoting awareness, engagement, and action towards sustainable development
Sp. objective is contributing to strategic objective:	Advocacy
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUS, national government, NGOs, local community.
Mode of Operation	Direct Implementation

This activity is a collaborative effort between multiple stakeholders where LGUs take the lead in researching, analyzing, and synthesizing data and information related to SDGs, translating them into concise and informative documents and reflecting their own initiatives and projects of SDGs localization. APLA will use these materials to identify required human, financial, logistics and others resources for LGUs to move with SDGs adoption. Relevant actors include national government agencies that provide data and resources, community representatives and NGOs that offer on-ground insights. And, importantly, citizens and beneficiaries whose input and needs are integral to shaping these documents. These resources serve as critical tools for raising awareness, facilitating informed policymaking, and promoting sustainable development efforts within the LGU's perspective and at the national level.

Activity B.2.2

Activity ID	B.2.2
Activity Title	Form Partnerships and alliances with NGOs, CSOs, Academia, local media to promote the adaptation and implementation of SDGs.
Activity is contributing to Specific objective:	Promoting awareness, engagement, and action towards sustainable development
Sp. objective is contributing to strategic objective:	Advocacy
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, NGOs, CSOs, Academic institutions, local media
Mode of Operation	Direct Implementation

This activity involves a collaborative and multi-stakeholder approach. LGUs take the lead in initiating and facilitating these partnerships, recognizing the value of external expertise and broader community engagement. NGOs and CSOs, with their specialized knowledge and community connections, play a pivotal role in advocating for SDGs, implementing projects, and mobilizing resources. Academic institutions contribute by conducting research, providing data-driven insights, and offering educational programs that align with SDGs. Local media serve as a communication channel, helping to disseminate information, highlight success stories, and raise awareness about SDGs among the general public. This collaborative effort strengthens the LGUs' capacity to address complex sustainability challenges, mobilize resources, and create a shared sense of responsibility for achieving the SDGs within their communities.

Activity B.2.3

Activity ID	B.2.3
Activity Title	Collaborate with international organizations and donors to access resources and technical assistance for SDG-related projects.
Activity is contributing to Specific objective:	Promoting awareness, engagement, and action towards sustainable development
Sp. objective is contributing to strategic objective:	Advocacy
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, NGOs, CSOs, international organizations.
Mode of Operation	Direct Implementation

To support the previous activities of the advocacy for the SDGs, collaborating with international organizations and donors to access resources and technical assistance for SDG-related projects is instrumental. Foreign partnerships with global entities can support SDGs promotion by securing financial support and access to funding, technical expertise, capacity building and knowledge sharing. Local and national stakeholders can effectively address the challenges outlined in the SDGs not only to empower communities with the resources needed for project implementation but also to foster cross-border cooperation, knowledge exchange, and the sharing of best practices, thus amplifying the impact and reach of sustainable development efforts on a broader scale.



Strategic objective C: Implement the SDGs

In order to contribute achieving the SDGs, various stakeholders in the country should plan the measures that would contribute to that achievement. The various institutions wishing to contribute to the achievement of the SDGs can only contribute within their legal mandate. Thus, LGUs cannot contribute to all the SDGs because LGUs do not have the legal mandate to influence them. For example, LGUs cannot contribute to target 3.c that is related to health financing and recruitment.

An analysis of the 169 targets of SDGs suggests that 28 targets (17% of the total 169 targets) can be contributed to by LGUs based on their legal mandate while 86 targets (51%) fall under the legal mandate of national institutions. The remaining 53 targets (31%) are not relevant to the mandate of any institution in Palestine⁽¹²⁾. The legal mandate casts an additional challenge for LGUs. This is due to the fact that SDIPs are developmental plans for the town and not only a municipal development plan. In other words, the SDIP includes projects that are outside the legal mandate of LGUs themselves such as building health clinics and hospitals. The analysis of the SDG targets revealed that 36 targets (21% of the 169 targets) are contributed to by the SDIPs while only 28 of those targets are part of the legal mandate of LGUs. Figure 6 provides a visual illustration of the distribution of the 169 targets of the SDGs.

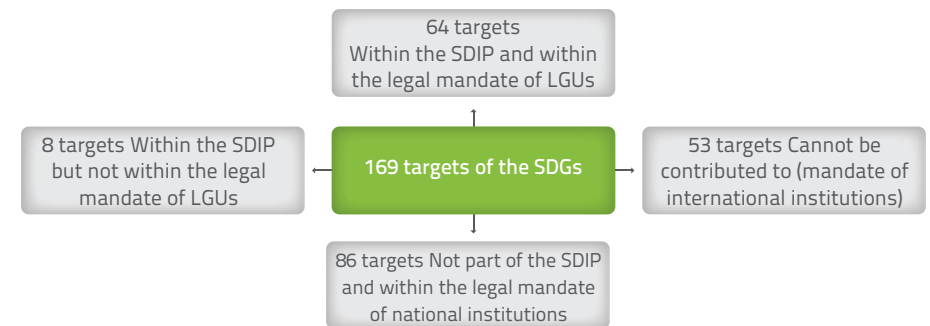


Figure 6: Distribution of the 169 SDG Targets According to The Legal Mandate of Various Actors.

(12) Irrelevant targets are the targets that related to international cooperation or international aid. For example, target 4.c states that by 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.

The process of SDG localization aims to achieve the bottom-up approach to plan and achieve the SDGs. This is based on a lesson learned from the Millennium Development Goals that took the top-down approach⁽¹³⁾. Thus, effective localization of the SDGs while having this interference of the legal mandate to contribute to the achievement of the SDGs implies that the LGUs should effectively plan for interventions to contribute to the targets within their mandate.

The manual to localize SDGs provides two options for the planning of the SDGs in LGUs. The first option is to create ad-hoc SDG plans from scratch and then implement those plans. The second option is to align the local plans that are already institutionalized to the SDGs. The second option, in the Palestinian context, implies aligning the Strategic Development and Investment Plans (SDIPs) to the SDGs. The opinion of stakeholders consulted advises to select the second option due to the following reasons:

1. SDIPs are already institutionalized in LGUs. Therefore, LGUs already have the capacities to implement them. Consequently, we don't need to invest in building the capacities of LGUs planning using a different methodology. Moreover, each LGU has an SDIP. Therefore, we will not need to mobilize resources to introduce new plans in LGUs.
2. Given the limited human and financial resources of LGUs, having more than one plan implies a very high risk that one of those plans will be redundant and forgotten. Since SDIP is connected to the funding of the Municipal Development Program (MDP), the potential of the separate SDG plan being redundant is very high. This implies that the SDG localization process will not be effective.
3. The differences between the approach of the SDIP and the approach of the SDG implementation plan (as described in the manual) are not so significant. Therefore, aligning the SDIPs to meet the requirements of the SDG plans will not be so difficult.

Figure 7 shows a visual summary of the strategy proposed to implement the SDGs on the local level (for the 30 targets under the mandate of LGUs). These specific objectives are identified based on the guidelines provided in the relevant SDG localization manual.

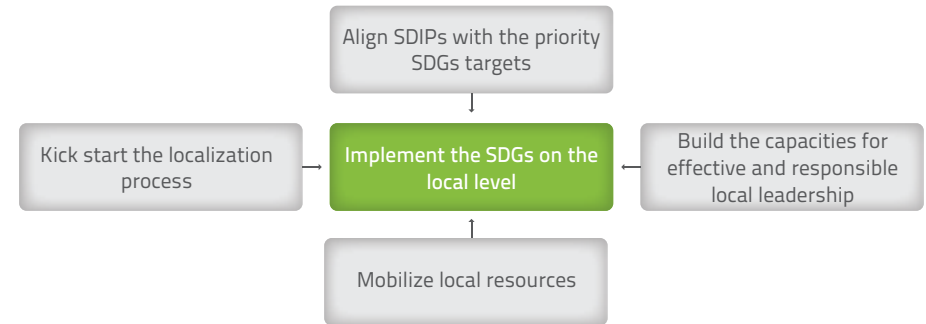


Figure (7): Visual Summary of The Proposed Strategy to Implement The SDGs On The Local Level.

Activity C.1.1

Activity ID	C.1.1
Activity Title	Review and update the created SDIPs based on SDG planning requirements
Activity is contributing to Specific objective:	Align SDIPs with the SDGs
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA and MoLG
Relevant actors to include in the implementation	N. A
Mode of Operation	Consultancy

The foundation to SDG implementation plans is that they should be conducive to SDG implementation and monitoring. An analysis of the SDIP methodology according to the latest update was carried out by the consulting team to assess the conductivity of the created SDIPs to SDG implementation and monitoring. The analysis reveals that there are certain aspects in the SDIPs that need to be updated in order to ensure this conductivity. This activity aims to produce a model that would bridge the differences between the SDIPs and the requirements of SDG implementation plans, therefore, ensuring this conductivity. This model has two scenarios based on the timing of

(13) Roadmap for localizing the SDGs: Implementation and monitoring at subnational level, issued by Global TaskForce, UN Habitat, and UNDP.

implementing it in relation to the time framework of the SDIP. Scenario one is to align the SDIP methodology as such to ensure that they are conducive to SDG implementation and monitoring. It assumes that we can still modify the methodology and LGUs will work with the new methodology to produce plans that are totally conducive to SDG implementation and monitoring. Scenario two assumes that we cannot modify the SDIP methodology and, consequently, we need extra measures to be performed on the created SDIPs in order for them to be conducive to SDG implementation and monitoring.

In consideration to the fact that the SDIP process for the years 2023 – 2027 has already started (at least in municipalities), this implies that scenario two is the more effective in localizing the SDGs. Therefore, the model to be created in this activity is something to be applied either during or after the process of creating the SDIPs.

The analysis of the SDIP methodology reveals that the following requirements are not met by the SDIP methodology:

1. Linkage of the projects (and actions) listed in the SDIP matrix to the SDG monitoring indicators.
2. Existence of financial strategies or finance improvement plans that aim to ensure funding for the projects.
3. Linkage of the monitoring mechanism of the SDIP to the monitoring indicators of the SDGs.
4. Existence of cooperative governance mechanisms.

The model that can be proposed to align SDIPs with the SDGs, consequently bridging some of the previous gaps, is a consultancy assignment that would perform the following:

1. Review the created SDIPs and particularly the project matrix.
2. Link each identified project with the SDG monitoring indicators.
3. Update the monitoring methodology of the SDIP to include the SDG monitoring.
4. Educate municipalities on the performed linkage between the SDIP projects and the SDGs and their monitoring indicators.

This proposed consultancy assignment would bridge the first two gaps identified above. The third and the fourth gaps can be bridged in other activities proposed in this SDG localization plan (namely activities C.3.1 – C.3.5)

Activity C.2.1

Activity ID	C.2.1
Activity Title	Pilot integration of priority SDGs targets
Activity is contributing to Specific objective:	Kick starts the localization process
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA and LGUs
Relevant actors to include in the implementation	PCBS, PMO
Mode of Operation	stakeholder dialogue and consultancy

Kicking start the localization process at the level of LGUs require careful planning that should take into consideration several factors, such as incentive, level of commitment, capacity and institution maturity, awareness of importance and strategic contribution of SDGs (and their selected priority targets) to their SDIPs, etc. Consequently, an important preparatory step for the piloting phase should be focused at elaborating criteria for selecting suitable LGUs. The APLA, as part of its upcoming strategic plan, may incorporate this phase and conduct relevant internal and external consultations. Along with an institutional coaching plan and the capacity and institution building plan described below, the piloting phase will be implemented in close technical partnership with PCBS, that will be responsible over drawing a data collection and analysis plan, including identification of appropriate methodologies and quality assurance protocols to make sure collection of quality data.

Activity C.3.1

Activity ID	C.3.1
Activity Title	Conduct capacity and institutional assessment and design capacity and institution building packages
Activity is contributing to Specific objective:	Mobilize local resources
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	MDLF, APLA
Mode of Operation	Program

The projects identified to be contributing to SDGs will be so many and require significant budgets. Therefore, the next challenge to handle is to secure funding to implement those projects. Part of this funding shall be secured from the national government and from donor-supported programs such as Municipal Development Programme (MDP) via the Municipal and Development and Lending Fund (MDLF). However, those sources of funding can only fund a small fraction of the identified projects. It is normal that not all the projects identified will be funded and implemented. However, the efforts of the various stakeholders shall be combined trying to maximize the number of implemented projects to the maximum possible extent. Having said so, the manual lists various interventions that aim to mobilize the local resources within the reach of the LGUs. These interventions aim directly to improve the fiscal abilities of the LGUs in general. The bottom line here is the fact that if the fiscal ability of an LGU is improved, the LGU will be able to fund the implementation of the projects from its own budget. To mobilize local resources, the manual suggests the following measures⁽¹⁴⁾:

- Build the capacities of LGUs in financial management.
- Support LGUs to improve own source revenues.
- Support the adoption of the philanthropy concept by LGUs.
- Improve conditions for Public Private Partnerships (PPP).
- Support fiscal decentralization and improve government transfers.

(14) The measures are slightly modified based on the Palestinian context.

Financial management is one of the most important areas that require improvement in order to mobilize local resources. Financial management is the process of planning, organizing, controlling, and monitoring financial resources in an organization. It involves developing and implementing strategies to ensure the efficient and effective use of financial resources in order to achieve the organization's financial and non-financial goals. The need to improve financial management in order to be able to implement the SDGs originates from the following:

1. **Financial resources are limited:** LGUs must carefully manage their financial resources to ensure that they are being used efficiently and effectively to achieve their goals. This is especially important in the context of the SDGs, which aim to address complex and interrelated global challenges that require significant resources to address.
2. **Financial management can help improve transparency and accountability:** effective financial management practices can help LGUs be more transparent and accountable in their use of resources, which is important for building trust and credibility with citizens and other stakeholders. This is particularly relevant for LGUs working on the SDGs, which rely on partnerships and collaborations with a variety of stakeholders (particularly funders) to achieve their goals.
3. **Financial management can help LGUs adapt to changing circumstances:** effective financial management practices can help organizations be more agile and responsive to changing circumstances, such as shifts in funding priorities or economic conditions. This is important for organizations working on the SDGs, which may need to adapt their strategies and tactics in response to changing circumstances.

This activity includes a large set of ongoing activities. The process of improving financial management in LGUs has been going on since the establishment of the Palestinian Authority and still so much effort is still needed. The Ministry of Local Government (MoLG) has the leading role in the efforts of improving financial management in LGUs. Some example measures to be implemented in this activity include the following:

- Reforming the legal and institutional frameworks for certain processes such as budgeting, accounting, controlling and financial reporting.
- Improving the IT solutions supporting the processes of financial management such as the budgeting portal, the Integrated Financial Management Information System (IFMIS), the controlling mechanism, etc.

- Improve the knowledge, skills and practices of LGU employees in the various processes such as accounting, budgeting, financial planning, controlling, reporting, etc.
- Improve the capacity of LGU leaders to be able to take the right financial decisions based on the financial processes being performed by LGU personnel.

As previously mentioned, these measures are being continuously supported by various stakeholders such as MoLG, MDLF, and GIZ. However, the leading role is for MoLG as the institution legally responsible for shaping policies for local governance.

Activity C.3.2

Activity ID	C.3.2
Activity Title	Support LGUs to improve own source revenues
Activity is contributing to Specific objective:	Mobilize local resources
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG and LGUs
Relevant actors to include in the implementation	MDLF, APLA
Mode of Operation	Program

In order to implement LGUs relevant SDIP plans that incorporate priority SDGs targets, LGUs are required to improve their financial resources and increase their budgetary allocation to activities/projects aligned with SDGs priority targets. It aims to improve the revenues that are already within the reach of LGUs such as taxes and fees. To support this activity, the following set of tasks need to be performed in each targeted LGU:

1. Conduct an assessment to the level of collection in the LGU.
2. Identify the sources of revenue that are not collected with the best potential.
3. Assess the reasons (capacity gaps) that are contributing to this situation of inefficient collection.
4. Define the capacity development measures accordingly.
5. Support the LGU to apply those capacity development measures.

It is important to mention that GIZ has, in partnership with MoLG and MDLF, developed a digital tool that performs this assessment and provides an action plan for the LGU in order to improve its own source revenues. The tool is called the Municipal Finance Assessment Tool (MFAT). It evaluates other aspects of municipal finance as well such as financial management. Implementing this measure can be costly depending on the number of LGUs targeted and the required capacity development measures. Therefore, it cannot be supported by one actor only. The efforts of different actors can be combined under the leadership of MoLG to implement this activity. APLA can play the role of motivating LGUs to go through the assessment and to build their capacities from their own resources.

Activity C.3.3

Activity ID	C.3.3
Activity Title	Support the adoption of the philanthropy concept by LGUs
Activity is contributing to Specific objective:	Mobilize local resources
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	MDLF, APLA
Mode of Operation	Consultancy

One approach to mobilize local resources and is not well known by LGUs in Palestine is the philanthropy approach. Philanthropy is the act of giving time, money, or other resources to support a cause or charitable organization. It is often motivated by a desire to improve the lives of others and make a positive impact on society. Philanthropy can be used by LGUs to secure additional funding to implement the SDG projects. LGUs can target local banks and businesses to obtain their support. The specific tasks involved in this activity might include:

1. Creating a methodology and a manual for philanthropy for LGUs in Palestine.
2. Train LGUs on it.
3. Support LGUs with a media campaign.

This activity might be best managed by APLA.

Activity C.3.4

Activity ID	C.3.4
Activity Title	Improve conditions for Public Private Partnerships
Activity is contributing to Specific objective:	Mobilize local resources
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	MDLF, APLA
Mode of Operation	Program

Public Private Partnership (PPPs) is one of the tools to secure funding for municipal projects around the world. It can certainly be used as a tool to finance projects contributing to SDGs. The concept of PPP is emerging slowly in the context of the Palestinian LGUs. For example, capacity building measures, pilots and limited financial support were provided to a set of pilot LGUs by MDLF. Still, there are many measures needed to support the maturity of the PPP approach as a possible source of project finance to LGUs. The flowing tasks might be needed:

1. Create the legal and institutional framework for PPPs in the context of LGUs.
2. Create relevant manuals including risk analysis and risk management of PPPs.
3. Train relevant employees in LGUs.
4. Provide advisory services to LGUs entering PPP agreements.

This task shall be supported by MoLG with the support of APLA, MDLF and other actors such as GIZ.

Activity C.3.5

Activity ID	C.3.5
Activity Title	Support fiscal decentralization and improve government transfers
Activity is contributing to Specific objective:	Mobilize local resources
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	APLA
Mode of Operation	stakeholder dialogue

The institutionalized financial transfers by the national government to LGUs constitute an essential source of financing for LGUs. They are necessary for the continuous provision of services and functions by the LGU and for implementing the projects. In some countries, they constitute more than 50% of the total revenues of LGUs. In Palestine, institutional financial transfers have been so limited and not compatible with the financial requirements of LGU functions.

The manual of localizing the SDGs lists the improvement of government transfers to LGUs as an essential measure to maximize the potential of implementing the projects contributing to SDGs. There have been several efforts made by various stakeholders to reform the fiscal transfers. These efforts are still being done by at least MoLG, GIZ and the World Bank. The financial crisis of the PA has made the problem bigger to a situation where the central government is not transferring the already low amounts entitled to LGUs.

There are several tasks that can be performed to support this task:

1. Define the concept of Net lending in the Palestinian context.
2. Identify the causes for the net lending issue.
3. Identify the accurate balance between each LGU and the Ministry of Finance.
4. Support the creation of a transfer protocol that takes into account the problem of net lending.
5. Conduct a cost analysis of the functions assigned to LGUs.

6. Conduct a revenue analysis for all the current revenues entitled to LGUs.
7. Identify the gap in revenue by comparing the two previous analyses.
8. Start a dialogue process with the central government to improve fiscal decentralization and reform the fiscal transfers by government.

These tasks have many actors that can support them, including APLA, MoLG and the Council of Ministers. However, they need strong political will in order for them to be performed in the right way. Therefore, it is advised that APLA conducts an effective and strong advocacy campaign in order to ensure this political will.

Activity C.4.1

Activity ID	C.4.1
Activity Title	Improve the institutional building of LGUs
Activity is contributing to Specific objective:	Build the capacities for effective and responsible local leadership
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	APLA
Mode of Operation	Program

This activity aims to improve the overall capacity and institutional effectiveness of LGUs in several areas, such as, financial management, assets management, citizens service, strategic planning, partnerships building, etc. The capacity and institutional assessment of LGUs would draw the capacity and institution gap of each LGU and design relevant capacity and institution building packages accordingly. The sufficient institutional capacities of LGUs are necessary for two main reasons. The first reason is the fact that effective implementation of SDG projects is directly correlated to the institutional capacity of the LGU. In other words, sufficient institutional capacity of the LGU implies better quality in planning, implementing, monitoring, and maintaining the project. The other reason is the fact that funders would not trust institutions with low institutional capacity. For example, it has always been stated by the central government that the low institutional capacities of LGUs can cause mismanagement, corruption, and low efficiency. The same concern is always been highlighted by international donors. Thus, the effective development of LGUs' institutional capacities is an essential prerequisite for the localization of the SDGs.

The effort to improve institutional capacities of LGUs is being provided since the establishment of the PA. It is mainly lead by the MoLG. It was mostly focusing the aspect of operational and financial manuals and training of LGU staff. However, it is highly advised to tackle the issue of low institutional capacity with a more holistic approach. Accordingly, the consulting team can recommend the following actions:

1. Create a tool to evaluate the gaps in institutional capacity to be used in each LGU.
2. Implement the tool in each targeted LGU and create a tailored action plan to bridge the gaps in institutional capacity.
3. Aggregate the results and identify the gaps that are so frequent.
4. Create solutions to the frequent gaps.

Since MoLG has the legal mandate to shape the policies and procedures of LGU work, it is recommended that MoLG takes the leading role in this activity. APLA can motivate the LGUs to assess their institutional gaps. APLA can also advocate for the creation of solutions to frequent problems. For example, some institutional gaps might require the creation of new bylaws or the amendment of certain laws and bylaws. APLA can take the leading role advocating for this change.

Activity C.4.2

Activity ID	C.4.2
Activity Title	Improve service delivery by LGUs
Activity is contributing to Specific objective:	Build the capacities for effective and responsible leadership
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	MoLG
Relevant actors to include in the implementation	APLA
Mode of Operation	Program

The achievement of the SDGs cannot be reached only by implementing projects. It requires other essential aspects such as the improvement of service delivery. Improving water, sanitation and solid waste management, for example are pillars to achieving SDG number 11. There are other municipal services that contribute to the achievement of the SDGs as well. The questionnaire conducted by APLA confirmed that LGUs prioritize service delivery: 95.7% of respondents indicated that 'provision of water and sewage' is a top priority; next to it comes the importance

of resilience infrastructure, at 83%; education comes at the third place at 63.8%; and health comes after at 51.1%. These results show that respondents (council members and staff) perceive provision of basic services and infrastructure as top priority goals. Therefore, this activity aims to contribute to achieving the SDGs by improving service delivery.

Aside from the good fiscal ability of the municipality, there are several requirements to improve service delivery including the following:

1. Having the right policies and procedures governing the provision of the service. This can be in the form of a citizen charter that provides the obligations of the municipality regarding the service and the obligations of citizens.

2. Having the right corresponding operational manuals. A municipality need to have a solid and detailed operational manual that assures the compliance with the policies and procedures committed in the previous step. The operational manual is a written document that describes in detail the operational steps (and the requirements of each step) involved in the delivery of a service.

3. Having the right assets. Service delivery requires the existence of assets. For example, the service of solid waste collection requires compactors, waste containers, transfer stations, etc. The service of water requires a good quality water network, reservoirs, etc. After completing the first two steps, a municipality needs to analyze the assets it has and decide if those assets need improvement in order to comply with the requirements of the first two steps.

4. Having the right number of human resources with the right skills. To implement the operational manual created in step 2 using the assets obtained in step 3, a municipality needs the right number of employees. Those employees must have the right set of knowledge, skills and attitude to effectively apply the operational manual and, consequently, complying with the policies and procedures identified in step 1.

5. Having the right monitoring mechanisms. A municipality needs one mechanism, or a combination of different mechanisms, to be able to judge if the policies and procedures are being complied with by the employees when providing the service. One monitoring mechanism is the internal monitoring mechanism that can use a variety of tools such as monitoring forms, computerized systems, daily observation by supervisors, etc. Another important mechanism is the monitoring by citizens. Monitoring by citizens can also use a variety of tools such as complaint mechanisms, citizen journalism, social accountability tools.

MoLG has the legal mandate to issue policies that would contribute improving service delivery by LGUs. Therefore, this activity shall be implemented by MoLG with the support of other various actors such as APLA, MDLF and donors. The specific tasks that can be implemented centrally to contribute improving service delivery are the following:

- Conduct a study that would identify the right policies and procedures for each targeted service. The study shall also recommend the corresponding operational manual, assets requirements, human resource requirements and financial requirements.
- Pilot the created deliverables in a set of LGUs and identify the required modifications and adaptations based on the size of the LGU.
- Train the management staff in LGUs as well as the operational staff on the created deliverables.
- Issue a policy mobilizing the adoption of the created policies and procedures.
- Conduct financial analysis to identify the operational finance gap that might limit the ability of LGUs to comply with the created policies and procedures. Take the responding financial policies such as increasing the service fees or increasing government transfers.
- Support centralized complaint mechanism from citizens and monitor the performance of LGUs in complying with the created policies and procedures.

Activity C.5.1

Activity ID	C.5.1
Activity Title	Raise Awareness and Build Capacities of LGUs in decentralized cooperation
Activity is contributing to Specific objective:	Promote and support Decentralized Cooperation
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, other international LGUs
Mode of Operation	DC

LGUs engaged in decentralized cooperation can implement various activities to foster partnerships and mutual development. Including establishing sister city relationships, collaborating on infrastructure projects, providing technical assistance and capacity building, promoting environmental sustainability,

organizing cultural exchanges and educational programs, healthcare programs, enhancing disaster preparedness and response, boosting tourism, sharing governance expertise, empowering youth, advancing digital innovation, supporting agriculture and rural development, and coordinating social services. DC enable LGUs to leverage their collective resources, expertise, and experiences to address common challenges, promote cross-cultural understanding, and enhance the well-being of their communities through international and interlocal collaboration. APLA will focus on supporting LGUs by organizing workshops and knowledge-sharing events to educate them about decentralized cooperation. Additionally, APLA considers establishing resource networks and provide access to relevant information and best practices to empower LGUs to engage in DC. To this end, it is essential to understand the base situation of partnerships of LGUs; Creation of data-base regarding LGUs international twinning and partnerships and to provide advocacy and exchange of experience on international level. As result, human resources are needed to collect and create data-base of existing twinning and partnerships between LGUs and international cities\ authorities.

Activity C.5.2

Activity ID	C.5.2
Activity Title	Facilitate LGUs engagement with international LGUs and organizations.
Activity is contributing to Specific objective:	Promote and support Decentralized Cooperation
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, NGOs
Mode of Operation	Subgrants, projects, consultants, etc.

By serving as a central point for information, expertise, and support, APLA can empower LGUs to engage confidently with international LGUs and organizations through undergoing twinning or partnerships fostering meaningful partnerships that contribute to local development and SDGs localization. For instance, it can help LGUs identify global best practices and funding opportunities related to specific SDGs, provide training on integrating SDGs into local policies and programs. Additionally, it can advocate for policies that align with the SDGs at the national level, ensuring that LGUs have the necessary support and resources to effectively contribute to the achievement of these global goals at the local level.

Activity C.5.3

Activity ID	C.5.3
Activity Title	Provide technical assistance for LGUs in decentralized cooperation requirements
Activity is contributing to Specific objective:	Promote and support Decentralized Cooperation
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, donors
Mode of Operation	Consultancy

The implementation of this activity can be a multifaceted approach, it includes organizing training sessions and workshops tailored to LGUs' specific needs, covering proposal writing, fundraising strategies, and twinning arrangements. Resource materials, templates, and guidelines should be developed and distributed to aid LGUs in their efforts. Mentorship programs and one-on-one coaching by experienced LGUs or professionals can be established to provide hands-on guidance. Online platforms and dedicated hotlines should be created for easy access to resources and real-time support. LGUs can also benefit from proposal review and feedback to enhance the quality of their proposals. Identifying funding sources, assisting with partnership matchmaking, and advocating for funding at national and international levels are essential services. Capacity assessments, monitoring and evaluation support, and the sharing of case studies and success stories complete the comprehensive support framework, enabling LGUs to excel in decentralized cooperation endeavors.

Activity C.6.1

Activity ID	C.6.1
Activity Title	Assist LGUs in executing SDGs interventions
Activity is contributing to Specific objective:	Support LGUs initiatives for implementation of SDGs interventions
Sp. objective is contributing to strategic objective:	Implement the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, donors
Mode of Operation	Consultancy

APLA can facilitate collaboration and partnerships among LGUs, helping them identify synergies and opportunities for joint SDGs initiatives. This involves creating platforms for LGUs to network, share experiences, and form partnerships with other local governments, international organizations, and NGOs. APLA also assist LGUs in accessing funding and resources for SDGs projects, including subgrants and funds from NGOs and donors, helping them navigate the complex landscape of grants, donor agencies, and financing mechanisms. Advocacy is another crucial role APLA plays, championing policies at the national and regional levels that support LGUs' SDG efforts. By advocating for favorable legislation and resource allocation, APLA can ensure that LGUs have the necessary authority and financial support to carry out their SDGs interventions effectively. Additionally, APLA can assist LGUs in setting up robust monitoring and evaluation systems to measure the impact of their SDGs initiatives and report progress to relevant stakeholders.

Overall, APLA serves as a bridge between LGUs and the broader framework of SDGs implementation, offering guidance, resources, partnerships, and advocacy to empower LGUs to contribute meaningfully to the global sustainability goals while addressing local challenges and priorities. Through these multifaceted efforts, APLA facilitate a collective and impactful approach to SDGs implementation at the local level and will recognize the local initiatives implemented by LGUs financially and socially.

 **Strategic objective D: Monitor the achievement of the SDGs**

Monitoring the achievement of the SDGs is important because it allows the Palestinian government to be able to report on the achievement of the SDGs in the country. It also allows the various organizations of the United Nations to track progress towards these goals and identify areas where more work is needed. It also helps to ensure that resources are being used effectively and that policies and programs are having the desired impact. By monitoring the SDGs, we can hold ourselves accountable and work towards a more sustainable and equitable future for all.

Monitoring of the SDG indicators is very challenging. The voluntary review by the State of Palestine on the status of SDG achievement published in June 2018⁽¹⁵⁾ relied on describing efforts performed by the government that would, generally, contribute to the achievement of the SDGs. The Palestinian government has also listed the political, institutional and financial challenges faced during the review. A further and more solid attempt was performed by the UNSCO in Palestine to report on the status of indicator achievement in Palestine was performed in 2020⁽¹⁶⁾. The report could explicitly report on the status of 67 indicators only and generally describe the progress towards 14 of the targets. The challenges facing the ability of effective and efficient monitoring of the SDG indicators are many. However, the most important of them are the following:

1. The challenges resulting from the Israeli occupation and the lack of a proper statehood of Palestine. This is reflected on various aspects of capacity of the government and its institutions.
2. The lack of data in most of the fields measured by the indicators. In other words, there is tremendous effort being done despite the challenges to collect monitoring data related to development. However, many of the fields measured in the indicators are not considered priority or some other data is being collected to measure the progress in the sector.
3. The challenges being faced by the Palestinian government did not allow the government to take solid measures towards working to achieve the SDGs and to monitor them.
4. The generally weak capacity of various institutions.

(15) Sustainable Development Goals, Palestinian National Voluntary Review on the implementation of the 2030 Agenda, June 2018.

(16) https://unsco.unmissions.org/sites/default/files/atlas_of_sustainable_development_2020.pdf

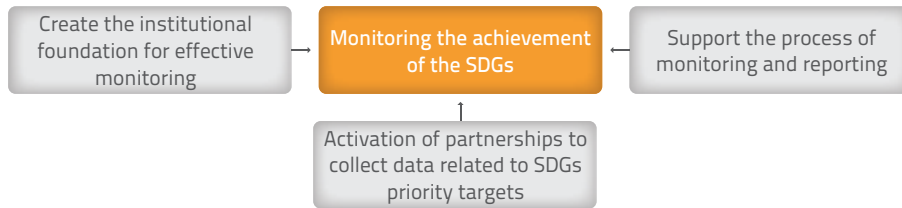


Figure 8: Visual illustration of the logic used to achieve the strategic objective of monitoring the SDGs.

Activity D.1.1

Activity ID	D.1.1
Activity Title	Identify, adapt, and define relevant indicators
Activity is contributing to Specific objective:	Create the institutional foundation for an effective monitoring and reporting of the SDGs
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	PCBS
Relevant actors to include in the implementation	APLA, LGUs, Academia, CSOs
Mode of Operation	Consultancy and Stakeholder Dialogue

There are 248 indicators to monitor the achievement of the SDGs. They were developed by the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs). The IAEG-SDGs is a group of experts from national statistical offices, international organizations, and civil society organizations, who were tasked with establishing a global framework for monitoring and reporting on the SDGs. The group worked closely with governments, civil society organizations, and other stakeholders to identify a set of indicators that would be relevant, feasible, and meaningful for tracking progress towards the SDGs. The indicators were finalized in 2018 and are now being used by countries around the world to monitor and report on their progress towards achieving the SDGs⁽¹⁷⁾. They are also being updated on a regular basis. Those 248 indicators are not all relevant to the LGUs in Palestine. Therefore, an effort needs to be performed in order to firstly identify the priority targets for

(17) Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs). (2018). «SDG Indicators: Global Database.» United Nations Statistics Division. Retrieved from: <https://unstats.un.org/unsd/sdgs/>

LGUs and align them with national priorities, and then identify the relevant corresponding indicators for LGUs in Palestine. Also, many of these indicators identified as relevant will need further description and specification in order for the relevant institutions to be able to collect the required data. Thus, the tasks involved in this activity are the following:

- Identify the relevant indicators.
- Identify the Meta data of identified indicators in close partnership with PCBS.

The identification of relevant indicators relies on matching the particular indicator with the functions and sub-functions of the LGUs. For example, indicator 3.1.1 (related to SDG 3) is about maternal mortality ratio. This is affected by the health care function that is not part of the functions assigned to Palestinian LGUs. It might be part of the local functions in other countries, but it is certainly not part of the functions of Palestinian LGUs. Therefore, this indicator is relevant to the national level, not the local level. So, in order to achieve the first task in this activity, APLA is expected to identify the priority targets and extract (and match) the relevant ones from the 248 indicators with the functions and sub-functions of Palestinian LGUs. The team of experts reviewed the set of 248 SDG indicators and matched them with the functions and sub-functions of LGUs. The analysis revealed that there are 36 indicators with the potential of being relevant to the functions and sub-functions of LGUs. Please refer to the list of relevant indicators in Annex 3.

The second task is to identify the meta data for each of the indicators identified in task one. Indicator meta data refers to information that describes and contextualizes an indicator. It includes details such as the definition of the indicator, the method used to collect and calculate the data, the unit of measurement, the target population, and the geographical area covered by the data. Indicator meta data is important because it provides context and helps users to understand and interpret the indicator. It also helps users to determine the quality and relevance of the data and to compare the indicator across different time periods and geographical areas. Indicator meta data is often presented alongside the indicator itself, in the form of a metadata report or a data dictionary. The identification process of the meta data of priority indicators/targets is supposed to be managed by PCBS in close partnership with APLA.

Activity D.1.2

Activity ID	D.1.2
Activity Title	Update priority targets and their related indicators with APLA's SDGs platform
Activity is contributing to Specific objective:	Create the institutional foundation for effective monitoring
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	PMO/MoLG
Relevant actors to include in the implementation	APLA, Academia, CSOs
Mode of Operation	stakeholder dialogue

The SDGs web platform will be serving as a main focal point of reference to all practices that must occur locally, which will reflect the Indicators for Mapping Sustainable Development Goals of the United Nations in Westbank Municipalities, different stakeholders will be responsible for achieving the 167 indicators for which they are aligning with local needs; such as: the local LGUs, APLA, Ministry of Local Government and other stakeholders who will be involved in the process of maintaining the sustainable development Goals proposed by United Nations as 2030 Agenda SDGs with the 17 main goals.

Identifying appropriate indicators involves collecting, evaluating and selecting indicators for the sub-goals and intermediate goals of the 17 SDGs that are relevant at the municipal level. This should result in the creation of a set of indicators for mapping all SDGs at the municipal level which is directive (control-focused) and workable (straightforward) in equal measure. Generally, the project uses indicators from existing compilations; only in exceptional cases, i.e., when no suitable indicators for relevant subgoals and intermediate goals have been found in the researched sources, new indicators are proposed.

The platform will reflect the procedures and activities that will take place locally as it will be a reference for public visitors to view the public allowed data that must be shared among, and another internal web community platform that will manage the local SDGs practices along with their key performance indicators and statistics. The goal for developing the SDGs web platform is to maintain local actors' actions to take measures towards achieving sustainable development goals. This web platform that will support all parts involved in the process of maintaining the Global & local SDGs to effectively manage and optimize the quality, storage and retrieval of data, whereby elevating both the reach and impact on the Palestinian beneficiaries, and helping create

meaningful facts endowed with relevance and purpose, that contribute to the existing programmatic frameworks, knowledge, strategies and advocacy efforts.

In general, use of the indicators should above all help make sustainability management in individual communities as effective as possible with respect to the implementation of Agenda 2030 and/or the SDGs.

Activity D.1.3

Activity ID	D.1.3
Activity Title	Identify monitoring framework
Activity is contributing to Specific objective:	Create the institutional foundation for an effective monitoring and reporting of the SDGs
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	PCBS
Relevant actors to include in the implementation	APLA
Mode of Operation	Consultancy and Stakeholder Dialogue

The monitoring framework identifies the responsibility to perform the following:

- Collect data required for each indicator according to the meta data of the indicator.
- Save and manage collected data.
- Calculate the value of the indicator.
- Report the value of the indicator.

These four steps are not necessarily the responsibility of one institution. They might be performed by different institutions depending on the indicator in question and its meta data. There are at least 6 indicators that are collected at the local city level and are not part of the daily work of PCBS such as:

- Indicator 11.3.1 on land consumption.
- Indicator 11.3.2 on civil society participation.
- Indicator 11.5.1 on the budget on cultural heritage.
- Indicator 11.6.1 on solid waste.

- Indicator 11.6.2 on air quality.
- Indicator 11.7.1 on public spaces.

Generally, such indicators require data collection by LGUs. The remaining three steps can be performed by PCBS. However, this might vary depending on the meta data, the availability of data, and the capacity of the LGU to collect and report such data.

Activity D.1.4

Activity ID	D.1.4
Activity Title	Institutionalize the monitoring methodology
Activity is contributing to Specific objective:	Create the institutional foundation for an effective monitoring and reporting of the SDGs
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	Council of Ministers
Relevant actors to include in the implementation	PCBS, APLA, MoLG
Mode of Operation	Program

It is important that the institutionalization process of monitoring activities be reflective of the intra institutional partnerships among PMO, APLA, MOLG and PCBS. The PMO welcomed APLA's membership at the SDGs national committee, which is considered a crucial step in localization of SDGs by linking national priorities with LGUs' plan. The primary technical partner in this process is the PCBS, that will be responsible over working closely with selected LGUs with regards to type of data to be collected, its frequency, documentation process, etc. Also, PCBS will work closely with APLA in order to utilize the SDGs platform house and developed at APLA in order to establish a data connection channel between LGUs and APLA on its localization efforts. the manifestation of this activity is the regular engagement of APLA at the SDGs national committee, as well as specific contracts between APLA and PCBS regarding data collection and filtering corresponding to priority targets.

Activity D.2.1

Activity ID	D.2.1
Activity Title	Support the capacities and resources of PCBS
Activity is contributing to Specific objective:	Activation of partnerships to collect data related to SDGs priority targets
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	Council of Ministers, donors
Relevant actors to include in the implementation	PCBS
Mode of Operation	Program

To complete the foundation for consistent, effective and efficient monitoring of the SDGs on the local level, institutions tasks to perform monitoring functions shall have the adequate capacity to do so. For PCBS, it is certain that the SDG indicators, and their corresponding meta data, will require data that are not being collected currently by PCBS. Thus, it will require additional capacity in terms of personnel, systems, IT equipment and financing. Without bridging those gaps, the SDG monitoring process will not mature and will remain inconsistent and ad-hoc.

Activity D.2.2

Activity ID	D.2.2
Activity Title	Support the capacities of LGUs
Activity is contributing to Specific objective:	Activation of partnerships to collect data related to SDGs priority targets
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	Council of Ministers, donors
Relevant actors to include in the implementation	PCBS
Mode of Operation	Program

As explained above, part of the monitoring function will be supported by LGUs (and other institutions such as joint service councils and utilities). Bridging the capacities of those institutions to be able to support the functions assigned to them is vital for the success of the SDG monitoring process. In case these capacity gaps are too large to be bridged within the limited budgets, stakeholders have the alternative to collect such data using consultancy services under the supervision of the PCBS.

Activity D.3.1

Activity ID	D.3.1
Activity Title	Actual collection and reporting of data
Activity is contributing to Specific objective:	Support the process of monitoring and reporting
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	PCBS, LGUs, APLA
Relevant actors to include in the implementation	PCBS
Mode of Operation	Program

After completing the foundation for the local SDG monitoring process in the previous activities, this activity is about performing the actual monitoring. The actual monitoring must be based on the SOPs created in activity 4.1.3 in order to have solid and reliable monitoring data. The institutions tasked with the functions of monitoring might need the following support:

1. Budget support or subsidy in case monitoring tasks are being performed directly by the institution own resources. For example, if PCBS decides to employ additional staff to support the SDG monitoring functions, they might perform that based on the strong political support that can ensure financing the additional resources from the general budget, or they might rely on grants and subsidies provided by other donors. The same applies to LGUs and other institutions.
2. In case employment of new staff is so challenging, the institutions might rely on consultancy services to perform certain tasks under the supervision of those institutions. In that case, those institutions will, most probably, need financing. This financing can be obtained from the government support as part of the commitment to contribute to the achievement of the SDGs. It also can be obtained from international donors who would like to support Palestine contributing to the SDGs.

Activity D.3.2

Activity ID	D.3.2
Activity Title	Promotion and oversight over monitoring institutions
Activity is contributing to Specific objective:	Support the process of monitoring and reporting
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	Council of Ministers, APLA
Relevant actors to include in the implementation	LGUs
Mode of Operation	Program

In addition to the funding to the institutions tasked with monitoring, another requirement is essential to ensure the effectiveness and efficiency of the monitoring process. This requirement is the continuous oversight and promotion. The Council of Ministers, MoLG and APLA shall play this role. The Council of Ministers can oversight and promote on governmental institutions, while MoLG and APLA can play this role on LGUs, JSCs and utilities. This activity shall include the following tasks:

1. Identifying deadlines for reporting of monitoring data.
2. Supervise the quality of the monitoring data and the compliance with the various created SOPs.
3. Provide corrective measures and advise for improvement.
4. Reward institutions and individuals for good performance. This reward does not necessarily have to be financial.



Activity D.3.3

Activity ID	D.3.3
Activity Title	Produce VLRs/ VSRs
Activity is contributing to Specific objective:	Support the process of monitoring and reporting
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	PMO/MoLG
Relevant actors to include in the implementation	APLA, Academia, CSOs
Mode of Operation	stakeholder dialogue

After piloting priority targets at selected LGUs, APLA, in partnership with MoLG and PCBS, may produce yearly Voluntary Local Review (VLR)⁽¹⁸⁾.

‘While the VLRs hold no official status, the process of undertaking these sub-national reviews is providing multiple benefits to the entities engaging in them and to SDG implementation at large. These VLRs can also help to reinforce vertical coherence and complement and contribute to the national Voluntary National Reviews of SDG implementation.’

The VLR would capture the progress towards the identified SDGs priority targets that will be part of the LGUs’ SDIP. It will also document the lessons learned by each contributing LGU, challenges faced, and success stories. The APLA’s VLR could also be part of a yearly progress report of its localization efforts, documenting progress made in each of the four phases of the localization process: awareness building, advocacy, implementation and monitoring. While VLR may be prepared by APLA, individual municipalities may also produce its VLR showing their individual contribution to achievement of SDGs. In this regard, Ramallah municipality has embarked on a project to pilot SDGs localization at its level, and is planning to produce a VLR accordingly. Moreover, SDIPs and the related analysis of needs could provide an important input for geographically projecting needs and therefore could group LGUs with similar needs. Consequently, piloting may benefit such information that would facilitate clustering of LGUs or governorates so as to pilot specific targets. The sub-national level piloting may provide an opportunity to produce Voluntary Sub-national Reviews (VSRs) by APLA on behalf of LGUs.

Activity D.4.1

Activity ID	D.4.1
Activity Title	Collect data on initiatives from LGUs, stakeholders and international community and share on platform
Activity is contributing to Specific objective:	Regular update and upgrade the SDGs portal
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, PMO, MoLG
Mode of Operation	stakeholder dialogue

APLA will actively collect data on various initiatives undertaken by LGUs, engage with stakeholders, and collaborate with the international community to compile a comprehensive database. These data will be shared on the SDGs platform, serving as a valuable resource for LGUs and other stakeholders to access information, exchange ideas, and foster collaboration. Such an activity not only facilitates transparency and knowledge-sharing but also promotes the replication of successful initiatives and the alignment of local efforts with global goals and best practices.

(18) <https://sdgs.un.org/topics/voluntary-local-reviews>

Activity D.4.2

Activity ID	D.4.2
Activity Title	Develop interactive awareness raising and capacity building modules
Activity is contributing to Specific objective:	Regular update and upgrade the SDGs portal
Sp. objective is contributing to strategic objective:	Monitor the achievement of the SDGs
Responsibility to implement the activity	APLA
Relevant actors to include in the implementation	LGUs, NGOs
Mode of Operation	stakeholder dialogue

APLA will design interactive awareness raising and capacity building modules tailored to the specific needs and challenges of LGUs. These modules will be available on the platform and will include online courses, workshops, and informative materials to enhance the skills and knowledge of local officials and staff. By fostering an interactive learning environment, APLA will empower LGUs to better understand and address critical issues, effectively implement policies, and adapt to evolving challenges, ultimately strengthening their capacity to serve their communities and drive sustainable development.

INSTITUTIONAL FRAMEWORK FOR SDG LOCALIZATION PLAN

‘Institutional framework’ refers to the formal provision that assigns primary responsibility, as well as the authority, to an agency for performing certain required function in the context of cooperative system between various agencies that work together to achieve a higher goal. In the context of localizing the SDGs, it shall refer to the functions required to implement the SDG localization plan and the agencies that have the responsibility to perform those functions. Figure 9 visualizes the methodology used to propose this institutional framework.

Is the function part of the legal mandate of any institutions?

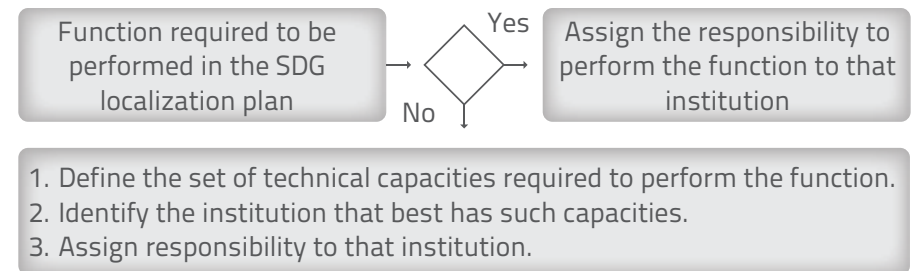


Figure 9: Methodology used to propose the institutional framework for the SDG localization plan.

The following section provides recommendations for the responsibilities of each of the relevant institutions according to the proposed institutional framework.

RESPONSIBILITIES OF LGUS

Based on the methodology described above, the responsibilities of the LGUs to localize the SDGs can be summarized in the following points:

- 1. Implement local media campaigns to educate their citizens on SDGs.** This campaign shall be supported by the central campaign to be implemented by APLA. The implementation of this campaign is not explicitly part of the legal mandate of any institution. LGUs shall support this part of the campaign based on the notion that they have the capacity of being so close to their citizens.
- 2. Include SDGs in their SDIPs. It is the legal mandate of LGUs to plan for the**

development of the town. In this capacity, the inclusion of the projects that would contribute to the achievement of the SDGs is part of the legal mandate of LGUs. LGUs also have the capacity to better know the needs and requirements for their local communities and how this would contribute to the SDGs.

3. **Include SDG monitoring in the SDIP monitoring.** Based on the efforts to align the SDIP with the SDG (Specific objective C.1), LGUs shall include the SDG monitoring requirements to monitor the implementation of their SDIPs. The methodology to align and include this monitoring shall be created centrally by APLA but, at the end, it shall be implemented by each LGU.

4. **Improve service delivery.** As it is the legal mandate of the LGUs to deliver the services described in the law, the basic responsibility to improve service delivery is for LGUs. This shall be supported by the centrally performed efforts by MoLG to improve the conditions for good service delivery as illustrated in activity C.4.2.

5. **Implement the projects contributing to SDGs.** It is the legal mandate of each LGU to implement the projects (relevant to the LGU functions) in their localities. This shall be supported by the various activities conducted centrally to secure the required funds.

6. **Collect relevant monitoring data according to the monitoring framework.** As described in section 2.3.4, LGUs have the capacity to collect certain monitoring data as they are closer to such information than other institutions. This activity shall be performed according to the monitoring framework. In other words, LGUs will collect this data according to the methodology agreed upon and would feed this data into the relevant database that is administered by PCBS.

7. **Build partnerships** with academia, private sector, civil society organizations, women organizations, etc.

8. **Empower community groups** so as to activate their role in planning and monitoring process and representation of community needs.

9. **Participate actively in the APLA's** advocacy, capacity building and monitoring activities.

RESPONSIBILITIES OF APLA

The responsibilities of APLA in the SDG localization plan include the following:

1. **Actively participate at SDGs national committee** meetings and any additional PMO led meetings focused on identifying national priorities.

2. **Lead awareness, monitoring, advocacy and documentations localization efforts** in coordination with LGUs, including provision of technical support and development of relevant data management of SDGs and their related priority targets.

3. **Build strategic partnerships with PMO, MoLG and PCBS.**

4. **Produce regular monitoring, knowledge management** and documentation of lessons learned activities.

5. **Educate LGUs on SDGs.** This activity is not part of the legal mandate of any institution. However, APLA has the best capacity to perform it given the fact that it is trusted by LGUs and the fact that the personnel of APLA are not overwhelmed with tasks such as the personnel of MoLG.

6. **Mobilize LGUs to localize SDGs.** Again, this is not part of the legal mandate of any institution, unless there is a governmental policy to localize the SDGs. In case there is a governmental policy to localize SDGs, it will be legally the mandate of MoLG to push for this policy with the support of APLA. However, given the fact that there is no governmental policy, yet, to localize SDGs, APLA has the best capacity to perform this responsibility. This is due to the capacity of APLA being trusted more by LGUs and the capacity that the personnel are not overwhelmed with daily tasks as the personnel of MoLG.

7. **Support LGUs in their awareness** raising campaigns.

8. **Conduct an advocacy campaign** to push the central government to secure the enabling environment for LGUs to contribute to the SDGs. Advocating for the collective benefit of LGUs is part of the legal mandate of APLA. However, APLA might need the support of various donors to build their capacities to perform this responsibility. APLA would also need the support and cooperation with other actors such as CSOs and academia.

9. **Develop SDGs platform for reporting and monitoring the LGUs achievements over the SDGs.**

10. **Strengthen decentralized cooperation** with international local governments and associations.



RESPONSIBILITIES OF THE MDLF

1. **Align the SDIPs with the SDGs.** Depending on the approach to be used for this alignment, this activity might be the responsibility of APLA or the MDLF. MDLF has the mandate to implement the government policy in LGUs. In this context, MDLF is supporting the implementation of the policy for local planning in LGUs. If the alignment entails a change in the methodology itself to include the SDGs, this shall be the responsibility of the MDLF.

RESPONSIBILITIES OF MOLG

The responsibilities of MoLG in the SDG localization plan include the following:

1. **Mobilize local resources.** It is the legal mandate of MoLG to shape the policies and coordinate the efforts of various actors to improve the fiscal abilities of LGUs. MoLG is also responsible for coordinating government support to infrastructure projects in LGUs. In the context of this capacity, MoLG shall mobilize the local resources of LGUs by supporting activities C.3.1 – C.3.4.
2. **Build the capacities of LGUs for effective and responsible leadership.** Again, as the institution legally mandated to shape policies and strategies to improve LGU performance, MoLG has the legal mandate to shape policies and strategies that would improve the effectiveness and responsibility of LGU leadership.
3. **Collaborate with APLA on its efforts in prioritizing LGUs SDGs targets and their alignment with MoLG sector strategy and national priorities.**
4. **Collaborate with APLA during the formulation of the upcoming local government sector strategy.**

RESPONSIBILITIES OF PCBS

The responsibilities of PCBS in the SDG localization plan are the following:

1. **Identify, adapt and define relevant SDG monitoring indicators.** PCBS has the legal mandate to collect data for statistical purposes on a national level. Therefore, it shall be the responsibility for PCBS to take this responsibility according to the description provided in activity D.1.1.
2. **Identify monitoring framework.** Since it will be the responsibility of PCBS to collect monitoring data for SDG indicators, PCBS shall define the methodology and the framework for this collection in line with the international guidance and the steps identified in activity D.1.2.

3. **Actual collection and reporting of monitoring data.** Based on the framework created in activity D.1.2 and with the support of LGUs, PCBS shall collect data needed for SDG monitoring. PCBS shall also manage this data and report it according to the guidance provided in activity D.3.1.

RESPONSIBILITIES OF THE PRIME MINISTERS' OFFICE

The responsibilities of the Council of Ministers in the SDG localization plan include the following:

1. **Officially invite the APLA to be a member of the SDGs national committee and participate in national prioritization meetings.**
2. **Prompt governmental institutions to plan for the achievement of the SDGs for the 81 targets** outside the mandate of LGUs. To maximize the contribution of the national policy agenda to the SDGs, each governmental institution shall create a plan to contribute to the relevant SDG targets. For example, the Ministry of Health shall analyze how it can contribute to the achievement of Goal 3 and then create a plan to achieve this contribution. This plan can be imbedded in the sectoral plan once it is created.
3. **Support fiscal decentralization and improve government transfers to LGUs.** This task shall contribute to the achievement of the SDGs on the local level by maximizing the funds available for LGUs to implement the projects related to SDGs.
4. **Issue the policies and directives that would ensure the institutionalization of the methodology for monitoring the SDG implementation.**
5. **Monitor the performance of PCBS in monitoring the achievement of the SDGs.** This is to be done according to the recommendations provided in activity D.3.2.

RESPONSIBILITIES OF DONORS AND INTERNATIONAL AID ORGANIZATIONS

Donors and international aid organizations can support the SDG localization plan by providing the following:

1. **Funding for various activities.** It is certain that many of the actors that have responsibilities lack the sufficient financial resources to perform most of the responsibilities. Therefore, one way to assist is to provide necessary funding.
2. **Technical support.** The capacities of various institutions (mentioned above) would certainly need development in order for them to be able to adequately and effectively take their responsibilities. Therefore, it is certain that donor support in the form of technical advice and capacity building would contribute to the achievement of the SDG localization plan given that the political will to implement it exists.
3. **Synchronize financial support** and cooperation agreements provided by various donors so as to build on achievements and avoid duplication.

MONITORING FRAMEWORK FOR LOCALIZING THE SDGThe monitoring

The monitoring framework defines the methodology to monitor and evaluate the success of the SDG localization plan. It is important to mention here that this is a monitoring framework for the SDG localization plan as such and not for the monitoring of the SDGs. The framework for monitoring the SDGs cannot be identified within the framework of this consultancy assignment. However, it shall be created according to the guidance described in Activity D.1.3. Table 3 below provides the monitoring framework for the SDG localization plan in Palestine. It provides the following: Results describing the outcomes of the SDG localization plan.

4. Results describing the outcomes of the SDG localization plan.
5. Results describing the outputs of the SDG localization plan.
6. Indicators to measure the results for outputs and outcomes.
7. Means of verification to the indicators.
8. Responsibility for monitoring of the indicators.



Outcomes							
Outcome ID	Outcome	Indicator	Baseline	Target	Date For Achieving The Target	Means Of Verification	Responsibility For Collecting Monitoring Data
A.	Awareness on SDGs, on the local level, is improved.	A. Percentage of citizens who state in a survey that they think SDGs can be contributed to by citizens and municipalities	N. A	50%	Dec. 2025	Evaluation survey plus a baseline survey.	APLA
B.	Advocacy for improved government support to SDG implementation, on the local level, is improved.	B. Number of agreements points regarding the SDG localization reached between APLA and governmental institutions.	0	2	Dec-27	Media reports	APLA
C.	Contribution to the achievement of the SDGs, on the local level, is improved.	C. Number of projects contributing to the SDGs implemented on the local level.	NA	Min. 100	Dec. 2028	Evaluation report of SDIP implementation.	APLA/ MDLF
D.	Monitoring of the SDG implementation, on the local level, is improved.	D. Reporting on SDG monitoring indicators increase by at least 20 indicators by PCBS.	67	Min. 87	Dec-26	Evaluation report of SDIP implementation.	PCBS
Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
A.1	Educate LGUs on SDGs	A.1.1 Prepare educational material targeting LGU mayors and employees	NA	Min. 3	Dec. 2025	Papers. Media reports	APLA
		A.1.2 Conduct a conference for LGUs on SDGs	0	Min. 2	June. 2027	Media, reports	APLA, MoLG
		A.1.3 Form an alliance for the awareness raising campaign	0	Min. 2	June. 2027	Media, reports	APLA, LGUs

Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
		A.1.4 Train relevant employees in LGUs on SDGs localization	NA	Min. 100	June. 2027	Reports, Evaluation survey plus a baseline survey.	APLA, LGUs
		A.1.5 Design and execute innovative educational tools for LGUs.	0	2	June. 2027	Reports, Media	APLA, LGUs
A.2	LGUs mobilized to localize the SDGs.	A2.1 Number of mayors signing the charter to commit to localizing the SDGs	0	Min. 100	Dec. 2026	Charter committing the localization of SDGs signed after the conference made in Activity A.1.2	APLA
		A.2.2 Number of LGUs conducting SDG awareness raising campaigns	0	Min. 10	Dec. 2027	Review of official portals of LGUs	APLA
A.3	Support LGUs in their awareness raising campaigns on SDGs	A.3.1 Approval of the design of the central SDG awareness campaign by the board of directors of APLA	0	1	Sep. 2024	Minutes of Meeting APLA board meeting	APLA
		A.3.2 Number of citizens reached on social media by posts containing educational material on SDGs.	NA	100K	June. 2027	Social media reports	APLA

Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
		A.3.3 Number of LGUs posting more than 3 educational posts on SDGs during a period of 2 months or holding at least one public meeting to educate citizens on SDGs	0	Min. 10	Dec. 2026	Review of official portals of LGUs	APLA
A.4	Increase local community awareness and involvement with SDGs	A.4.1 Develop Public Awareness Campaigns on SDGs	0	2	Dec. 2026	Reports. Media	APLA
		A.4.2 Design and Implement community engagement programs	0	1	Dec. 2027	Reports. Media	APLA
		A.4.3 Develop an SDGs Ambassador Program	0	1	Dec. 2027	Reports. Media	APLA
		A.4.4 Support citizen engagement in LGUs planning	NA	Min. 200	Dec. 2027	Reports, Media, Plans	APLA, LGUS, MDLF



Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
B.1	Create the enabling environment for LGUs to contribute to the achievement of the SDGs	B.1.1 Advocacy strategy agreed upon between APLA, LGUs, Academia and CSOs in a workshop.	0	1	Dec. 2025	Media report on the workshop	APLA
B.2	Promoting awareness, engagement, and action towards sustainable development	B.2.1 Develop Policy Briefs, Fact Sheets, reports... on SDGs at local and national levels	0	Min. 6	Dec. 2027	Paper, Media	APLA
		B.2.2 Form Partnerships and alliances with NGOs, CSOs, Academia, local media to promote the adaptation and implementation of SDGs.	0	3	Dec. 2027	Agreements, Media	APLA
		B.2.3 Collaborate with international organizations and donors to access resources and technical assistance for SDG-related projects.	NA	5	Dec. 2027	Reports. Media	APLA



Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
C.1	Align SDIPs with the SDGs	C.1 Number of LGUs updating their SDIPs to match the requirements of SDG implementation plans	2	Min. 10	Dec. 2027	Consultancy assignment	MDLF/ APLA
C.2	Kick starts the localization process	C.2 Number of workshops conducted with governmental institutions to discuss projects aggregated from SDIPs to be implemented by the government.	0	Min. 5	Jun-27	Workshop reports for workshops conducted with governmental institutions.	APLA
C.3	Mobilize local resources	C.3.1 Number of LGUs applying the Municipal Finance Assessment Tool of MoLG	NA	Min. 5	Jun-24	MoLG reports	MoLG
		C3.2 Number of LGUs receiving at least one measure to improve fiscal ability from MoLG, MDLF or any other actor.	NA	Min. 2	Dec-26	MoLG reports, MDLF reports	APLA
		C3.3 number of government decrees to reform intergovernmental transfers	NA	Min. 1	Dec-24	Decisions of the council of ministers	Council of Ministers/ MoLG

Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
		C3.4 % increase in government transfers to LGUs	0	20%	Dec-26	Analysis of trial balance data on the budgeting portal	MoLG, MoF
C.4		C.4.1 Number of LGUs conducting assessment of their institutional capacity.	0	Min. 3	Dec-26	MoLG reports	MoLG
C.5	Build the capacities for effective and responsible local leadership Promote and support Decentralized Cooperation	C.5.1 Number of Awareness and Capacity Building publication of LGUs in decentralized cooperation	0	Min. 3	Dec. 2026	Reports. Media	APLA, LGUs
		C.5.2 Number of international engagements for LGUs	NA	10	Dec. 2027	Agreements, Media	APLA, LGUs
		C.5.3 Number of technical assistance trainings for LGUs in decentralized cooperation	0	Min. 3	Dec. 2027	Reports. Media	APLA, LGUs

Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
C.6	Support LGUs initiatives for implementation of SDGs interventions	C.6.1 Number of executed SDGs interventions by LGUs	0	Min. 3	Dec. 2027	Reports, Media	APLA, LGUs
C.4		C.4.1 Number of LGUs conducting assessment of their institutional capacity.	0	Min. 3	Dec-26	MoLG reports	MoLG
D.1	Create the institutional foundation for an effective monitoring and reporting of the SDGs	D.1.1 Number of indicators (relevant to LGU functions) whose meta data and monitoring frameworks finalized	NA	Min. 60	June. 2027	Reports. Media	PCBS
		D.1.2 Number of SOPs created for functions of monitoring created according to the requirements of activity	0	Min. 3	Dec. 2027	Reports. Media	PCBS



Output ID	Output	Indicator	Baseline	Target	Date For Achieving The Target	Means of Verification	Responsibility for Collecting Monitoring Data
D.2	Activation of partnerships to collect data related to SDGs priority targets	D2.1 Number of engagements between LGUs and PCBs to collect data on SDGs indicators	0	Min. 1	Dec. 2027	PCBS reports, Media	LGUs, PCBS
		D.2.2 Number of SDGs indicators with data at LGUs level	0	Min. 30	Dec. 2027	LGUs reports	APLA, LGUs, PCBS
D.3	Support the process of monitoring and reporting	D.3.1 Number of SDG monitoring indicators reported against by PCBS.	NA	Min. 30	Dec. 2027	APLA reports	APLA, PCBS
		D.3.2 Reports due monitoring the achievement of SDGs by LGUs	0	3	Dec. 2027	Reports	APLA. LGUs
		D.3.3 Reports due monitoring the achievement of SDGs monitoring institutions including APLA	0	3	Dec. 2027	Reports	APLA. LGUs
		D.3.4 Produce yearly VLR	0	1	June. 2027	VLR	APLA, PMO, MoLG UN-Habitat
D.4	Regular update and upgrade the SDGs portal	D.4.1 Number of engagements and LGUs reported on SDGs achievements through the platform	0	Min. 100	June. 2027	Reports, Platform	APLA
		D.4.2 Number of interactive and awareness materials and initiatives through the platform	0	Min. 30	June. 2027	Reports, Platform	APLA

ANNEXES

ANNEX 1: THE SUSTAINABLE DEVELOPMENT GOALS



End poverty in all its form everywhere: Today many people in developing countries are living on less than USD 1.25 per day. The aim of this goal is to reduce poverty at a national level by 50% by 2030. The idea is to eventually eradicate poverty in all its forms.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture: Everyone has access to affordable food. By using new agricultural techniques healthy and high-quality food is cultivated in a sustainable manner. This will guarantee food security for everyone.



Ensure healthy lives and promote well-being for all at all ages: Child and maternal mortality must be reduced. The same goes for alcohol and drug abuse. Information about infectious diseases is required in order to prevent these diseases from spreading. The United Nations wants more attention for mental illnesses and plead for less traffic deaths.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all: Boys and girls are free to go to primary and secondary school. They are also given the opportunity to continue to go to school. Technical, vocational or university education must be freely accessible, regardless of sex or origin.



Achieve gender equality and empower all women and girls: We must get rid of gender inequality: the glass ceiling, the pay gap and gender violence. Women, like men, are entitled to good health and knowledge about sexuality and reproduction.



Ensure availability and sustainable management of water and sanitation for all: Everyone has the right to safe drinking water and sanitation. The water quality must improve, such as by reducing pollution, reduce the dumping of chemicals and waste by fifty percent. Water scarcity must be addressed.



Ensure access to affordable, reliable, sustainable and modern energy for all: Energy must be produced and used more efficiently. Universal access to modern, affordable and sustainable energy. Renewable sources are becoming increasingly important.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: Particularly the least developed countries need economic growth. Safe working conditions, dignified work for men, women and young people and the protection of labor rights can contribute to this. The United Nations want to eradicate slavery, forced labor and child labor. Economic growth should in no case damage the environment and living conditions of people.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation: A strong economy and social welfare are based on solid sustainable infrastructure. Innovative industry and internet are also essential for everyone.



Reduce inequality within and among countries: Inequality - both between countries and within countries themselves - must be addressed. Low wages, for example, should grow faster and developing countries should have more say in the decision-making of international financial and economic institutions.



Make cities and human settlements inclusive, safe, resilient and sustainable: The housing of the future must take into account a growing population. That is coupled with safe, clean and sustainable construction techniques. Residential areas get more green areas and nature. Decent public transport provides an answer to traffic pollution.



Ensure sustainable consumption and production patterns: Our consumer society produces a lot of waste. Commodities should therefore be managed sustainably and used efficiently. People worldwide have to be warned to a more sustainable lifestyle. Furthermore, it aims to decrease food waste and produce less waste.



Take urgent action to combat climate change and its impacts: Climate change affects every country on every continent. Therefore, the administration should provide measures, and citizens should become aware of how to adapt to climate change. The United Nations wants to empower vulnerable nations against natural disasters.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development: Seas and oceans are at risk and should be protected. Overfishing, waste and illegal fishing are at odds with a sustainable policy. Our use of water and wastewater on land plays a key role in the protection of seas and oceans.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss: Ecosystems on land such as forests, swamps and mountains should be protected. Conservation of biodiversity is a priority. Affected natural areas are restored.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels: Peace, security and legal protection are essential for a better world. This includes the protection of children from abuse or ill-treatment and the fight against corruption. People have a right to competent and fair governance at all levels.



Strengthen the means of implementation and revitalize the global partnership for sustainable development: The United Nations expect more cooperation: between businesses, governments, citizens and organizations, but also between all players. Technology, knowledge sharing, trade, finance and data are very important. Collaboration is the key to further sustainable growth.

ANNEX 2: SDG TARGETS AND THEIR RELEVANCE TO LGUS AND OTHER STAKEHOLDERS

Target ID	Goals and Targets (From The 2030 Agenda For Sustainable Development)	Relevant To LGU SDIPs?	Relevant to LGU Functions?	National Policy Priorities	MoLG Priorities	UCLG Local Targets	Reported on By The ATLAS	Priority Targets Selected By APLA
	Goal 1. End poverty in all its forms everywhere			1				
1.1	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day	Yes	No	No	Yes	Yes	No	
1.2	1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	Yes	No	No	Yes	Yes	No	
1.3	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Yes	No	Yes	Yes	Yes	No	
1.4	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Yes	Yes	Yes	No	No	No	

1.5	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	Yes	Yes	Yes	No	No	No	
1.a	1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programs and policies to end poverty in all its dimensions	No	No	No	No	No	No	
1.b	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	No	No	Yes	No	No	No	
	Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture							
2.1	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	No	No	Yes	Yes	Yes	No	

2.2	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	No	No	No	Yes	Yes	No	
2.3	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Yes	No	Yes	Yes	Yes	Yes	
2.4	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	Yes	No	No	Yes	Yes	No	



2.5	2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed	Yes	No	No	No	No	No	
2.a	2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	No	No	Yes	No	No	No	
2.b	2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round	No	No	No	No	No	No	

2.c	2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility	No	No	No	No	No	No	
Goal 3. Ensure healthy lives and promote well-being for all at all ages								
3.1	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	No	No	No	Yes	Yes	No	
3.2	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	No	No	No	Yes	Yes	No	
3.3	3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	No	No	Yes	Yes	Yes	No	
3.4	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	No	No	Yes	No	No	No	

3.5	3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	No	No	Yes	No	No	No	
3.6	3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	No	No	Yes	Yes	Yes	No	
3.7	3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs	No	No	Yes	Yes	Yes	No	
3.8	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	No	No	Yes	No	No	No	
3.9	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	No	No	No	Yes	Yes	No	
3.a	3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	No	No	No	No	No	No	

3.b	3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all	No	No	No	No	No	No	
3.c	3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	No	No	Yes	No	No	Yes	
3.d	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	No	No	No	No	No	No	
	Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all							

4.1	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	No	No	Yes	Yes	Yes	No	
4.2	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	No	No	Yes	Yes	Yes	No	
4.3	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	No	No	Yes	Yes	Yes	No	
4.4	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	No	No	Yes	Yes	Yes	No	
4.5	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	No	No	Yes	Yes	Yes	No	
4.6	4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy	No	No	No	No	No	No	

4.7	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	No	No	No	Yes	Yes	No	
4.a	4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	Yes	Yes	Yes	Yes	Yes	No	
4.b	4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programs, in developed countries and other developing countries	No	No	No	No	No	No	



4.c	4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	No	No	Yes	No	No	No	
Goal 5. Achieve gender equality and empower all women and girls								
5.1	5.1 End all forms of discrimination against all women and girls everywhere	No	No	Yes	Yes	Yes	No	
5.2	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	No	No	Yes	Yes	Yes	No	
5.3	5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	No	No	Yes	Yes	Yes	No	
5.4	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	No	No	No	Yes	Yes	No	

5.5	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Yes	Yes	Yes	Yes	Yes	No	
5.6	5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	No	No	Yes	No	No	No	
5.a	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	No	No	Yes	Yes	Yes	No	
5.b	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	No	No	No	No	No	No	
5.c	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	No	No	Yes	Yes	Yes	No	





	Goal 6. Ensure availability and sustainable management of water and sanitation for all							
6.1	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	Yes	Yes	Yes	Yes	Yes	No	
6.2	6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	Yes	Yes	Yes	Yes	Yes	No	
6.3	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	Yes	Yes	Yes	Yes	Yes	No	
6.4	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Yes	Yes	Yes	Yes	Yes	No	
6.5	6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	Yes	Yes	Yes	Yes	Yes	No	

6.6	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	No	No	No	Yes	Yes	No	
6.a	6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies	No	No	No	No	No	No	
6.b	6.b Support and strengthen the participation of local communities in improving water and sanitation management	Yes	Yes	No	Yes	Yes	No	
	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all							
7.1	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	Yes	Yes	Yes	Yes	Yes	No	
7.2	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	Yes	Yes	Yes	Yes	Yes	No	
7.3	7.3 By 2030, double the global rate of improvement in energy efficiency	No	No	No	Yes	Yes	No	



7.a	7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	No	No	No	No	No	No	
7.b	7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programs of support	Yes	Yes	No	No	No	No	
	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all							
8.1	8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	No	No	No	No	No	No	

8.2	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors	No	No	Yes	No	No	No	
8.3	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	No	No	Yes	Yes	Yes	No	
8.4	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programs on Sustainable Consumption and Production, with developed countries taking the lead	No	No	No	No	No	No	
8.5	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value			Yes	Yes	Yes	No	



8.6	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	No	No	Yes	Yes	Yes	No	
8.7	8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms	No	No	No	Yes	Yes	No	
8.8	8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	No	No	Yes	Yes	Yes	No	
8.9	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	Yes	No	Yes	Yes	Yes	No	
8.10	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	No	No	Yes	No	No	No	
8.a	8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries	No	No	No	No	No	No	

8.b	8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labor Organization	No	No	No	No	No	No	
	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation							
9.1	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Yes	Yes	Yes	Yes	Yes	No	
9.2	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	No	No	Yes	No	No	No	
9.3	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	No	No	Yes	Yes	Yes	No	

9.4	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	No	No	No	No	No	No	
9.5	9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	No	No	Yes	No	No	No	
9.a	9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States	No	No	Yes	No	No	No	

9.b	9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	No	No	No	No	No	No	
9.c	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	No	No	Yes	Yes	Yes	No	
	Goal 10. Reduce inequality within and among countries						No	
10.1	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	No	No	No	Yes	Yes	No	
10.2	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	No	No	Yes	Yes	Yes	No	
10.3	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	No	No	Yes	Yes	Yes	No	



11.3	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	Yes	Yes	Yes	Yes	Yes	Yes	
11.4	11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage	Yes	Yes	Yes	Yes	Yes	No	
11.5	11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	Yes	Yes	No	Yes	Yes	No	
11.6	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Yes	Yes	Yes	Yes	Yes	No	
11.7	11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	Yes	Yes	Yes	Yes	Yes	yes	

11.a	11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning	No	No	No	Yes	Yes	No	
11.b	11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels	No	No	Yes	Yes	Yes	No	
11.c	11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	No	No	No	No	Yes	No	
	Goal 12. Ensure sustainable consumption and production patterns							



12.1	12.1 Implement the 10-Year Framework of Programs on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	No	No	No	Yes	Yes	No	
12.2	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	No	No	No	Yes	Yes	Yes	
12.3	12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	No	No	No	Yes	Yes	No	
12.4	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	No	No	Yes	Yes	Yes	No	
12.5	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Yes	Yes	Yes	Yes	Yes	yes	

12.6	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	No	No	No	Yes	Yes	No	
12.7	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	No	No	No	No	No	No	
12.8	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	No	No	No	No	Yes	No	
12.a	12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production	No	No	No	No	No	No	
12.b	12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	No	No	No	Yes	No	No	



12.c	12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities	No	No	No	No	No	No	
	Goal 13. Take urgent action to combat climate change and its impacts⁴							
13.1	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Yes	Yes	Yes	Yes	Yes	No	
13.2	13.2 Integrate climate change measures into national policies, strategies and planning	Yes	Yes	No	No	No	Yes	
13.3	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	No	No	No	Yes	Yes	No	

13.a	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible	No	No	No	No	No	No	
13.b	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	No	No	No	Yes	Yes	No	
	Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development							
14.1	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Yes	Yes	No	Yes	Yes	Yes	



14.2	14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	Yes	Yes	No	Yes	Yes	No	
14.3	14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels	Yes	Yes	No	No	No	No	
14.4	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	No	No	No	No	No	Yes	
14.5	14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	No	No	No	Yes	Yes	Yes	

14.6	14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation ⁵	No	No	No	No	No	No	
14.7	14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	No	No	No	No	No	No	
14.a	14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries	No	No	No	No	No	No	

14.b	14.b Provide access for small-scale artisanal fishers to marine resources and markets	No	No	No	Yes	Yes	No	
14.c	14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of 'The future we want'	No	No	No	No	No	No	
	Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss							
15.1	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	No	No	No	Yes	Yes	No	
15.2	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	No	No	Yes	Yes	Yes	No	

15.3	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	No	No	No	No	No	No	
15.4	15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	No	No	No	No	No	No	
15.5	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	No	No	No	Yes	Yes	No	
15.6	15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	No	No	No	No	No	No	
15.7	15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	No	No	Yes	No	No	No	
15.8	15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species	No	No	No	No	No	No	

15.9	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	No	No	No	Yes	Yes	No	
15.a	15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	No	No	No	No	No	No	
15.b	15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	No	No	Yes	Yes	Yes	No	
15.c	15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities	No	No	No	No	No	No	
	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	16.1 Significantly reduce all forms of violence and related death rates everywhere	No	No	Yes	Yes	Yes	No	

16.2	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	No	No	No	No	No	No	
16.3	16.3 Promote the rule of law at the national and international levels	No	No	Yes	No			
16.4	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	No	No	No	No	No	No	
16.5	16.5 Substantially reduce corruption and bribery in all their forms	No	No	Yes	Yes	Yes	No	
16.6	16.6 Develop effective, accountable and transparent institutions at all levels	Yes	Yes	Yes	Yes	Yes	No	
16.7	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Yes	Yes	Yes	Yes	Yes	No	
16.8	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	No	No	Yes	No	No	No	
16.9	16.9 By 2030, provide legal identity for all, including birth registration	No	No	No	No	No	No	
16.10	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	No	No	Yes	Yes	Yes	No	

16.a	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	No	No	No	No	No	No	
16.b	16.b Promote and enforce non-discriminatory laws and policies for sustainable development	No	No	Yes	No	No	No	
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development								
17.1	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	No	No	Yes	Yes	Yes	No	
17.2	17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries	No	No	No	No	No	No	

17.3	17.3 Mobilize additional financial resources for developing countries from multiple sources	No	No	No	No	No	No	
17.4	17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress	No	No	No	No	No	No	
17.5	17.5 Adopt and implement investment promotion regimes for least developed countries	No	No	No	No	No	No	
17.6	17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism	No	No	No	No	No	Yes	
17.7	17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed	No	No	No	No	No	No	

17.8	17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology	No	No	No	No	No	No	
17.9	17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation	No	No	No	No	No	Yes	
17.10	17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda	No	No	No	No	No	No	
17.11	17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020	No	No	Yes	No	No	Yes	

17.12	17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access	No	No	Yes	No	No	No	
	Policy and institutional coherence						No	
17.13	17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence	No	No	No	No	No	No	
17.14	17.14 Enhance policy coherence for sustainable development	No	No	No	Yes	Yes	No	
17.15	17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development	No	No	No	No	No	No	
	Multi-stakeholder partnerships						No	

17.16	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	No	No	No	Yes	Yes	No	
17.17	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	No	No	Yes	Yes	Yes	No	
17.18	17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	No	No	No	Yes	Yes	No	
17.19	17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	No	No	No	Yes	Yes	No	

Annex 3: Indicators identified as being relevant to the functions of Palestinian LGUs

Indicator ID	SDG Indicator	UNSD Indicator Codes
1.4.1	1.4.1 Proportion of population living in households with access to basic services	C010401
1.5.1	1.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	C200303
1.5.4	1.5.4 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	C200305
3.9.2	3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)	C030902
4.a.1	4.a.1 Proportion of schools offering basic services, by type of service	C040a01
5.5.1	5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments	C050501
6.1.1	6.1.1 Proportion of population using safely managed drinking water services	C060101
6.2.1	6.2.1 Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water	C060201
6.3.1	6.3.1 Proportion of domestic and industrial wastewater flows safely treated	C060303
6.3.2	6.3.2 Proportion of bodies of water with good ambient water quality	C060302
6.4.1	6.4.1 Change in water-use efficiency over time	C060401
6.4.2	6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources	C060402
6.5.1	6.5.1 Degree of integrated water resources management	C060501
6.5.2	6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation	C060502
6.b.1	6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management	C060b01
7.1.1	7.1.1 Proportion of population with access to electricity	C070101
7.1.2	7.1.2 Proportion of population with primary reliance on clean fuels and technology	C070102
7.2.1	7.2.1 Renewable energy share in the total final energy consumption	C070201

7.b.1	7.b.1 Installed renewable energy-generating capacity in developing countries (in watts per capita)	C200208
9.1.1	9.1.1 Proportion of the rural population who live within 2 km of an all-season road	C090101
11.2.1	11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities	C110201
11.3.1	11.3.1 Ratio of land consumption rate to population growth rate	C110301
11.3.2	11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically	C110302
11.4.1	11.4.1 Total per capita expenditure on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local / municipal)	C110401
11.5.1	11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	C200303
11.5.2	11.5.2 Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)	C200211
11.5.3	11.5.3 (a) Damage to critical infrastructure and (b) number of disruptions to basic services, attributed to disasters	C110503
11.6.1	11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities	C110603
11.6.2	11.6.2 Annual mean levels of fine particulate matter (e.g., PM2.5 and PM10) in cities (population weighted)	C110602
11.7.1	11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities	C110701
11.b.2	11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	C200305
13.1.1	13.1.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	C200303
13.1.3	13.1.3 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	C200305
14.1.1	14.1.1 (a) Index of coastal eutrophication; and (b) plastic debris density	C140101
14.2.1	14.2.1 Number of countries using ecosystem-based approaches to managing marine areas	C140201
14.3.1	14.3.1 Average marine acidity (pH) measured at agreed suite of representative sampling stations	C140301