

SUSTAINABLE DEVELOPMENT THROUGH LOCAL ACTION

SUSTAINABLE DEVELOPMENT GOALS AND LOCAL GOVERNMENT ASSOCIATIONS



REPORT PREPARED FOR THE UNITED CITIES AND LOCAL GOVERNMENT CAPACITY AND INSTITUTION BUILDING WORKING GROUP BY DR CARL WRIGHT

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GLOSSARY

| | |
|-------------------|---|
| ASEAN | Association of Southeast Asian Nations |
| CIB | Capacity and Institution Building Working Group |
| CSO | Civil Society Organisations |
| CDPs | Comprehensive Development Plans |
| CSCC | Cross Sectoral Coordinating Centre |
| COGTA | Department of Cooperative Governance and Traditional Affairs |
| DPME | Department of Planning, Monitoring and Evaluation |
| DDSs | District Development Strategies |
| GIZ | German Society for International Cooperation |
| GOLD | Global Observatory on Local Democracy and Decentralisation |
| HLPF | High Level Political Forum |
| VNG International | International Agency of the Association of Netherlands Municipalities |
| LALRG | Latvian Association of Local and Regional Governments |
| LCP | League of Cities of the Philippines |
| LMP | League of Municipalities of the Philippines |
| LGA | Local Government Association |
| LGU | Local Government Units |
| ICLEI | Local Governments for Sustainability |
| MTSF | Medium-Term Strategic Framework |
| MLGRD | Ministry of Local Government and Rural Development |
| NALAG | National Association of Local Authorities of Ghana |
| NDP | National Development Plan |
| NDPC | National Development Planning Commission |
| NEDA | National Economic Development Authority |
| NST1 | National Strategy for Transformation |
| NSDC | National Sustainable Development Commission |
| PDP | Philippine Development Plan |
| RFSC | Reference Framework for Sustainable Cities |
| RALGA | Rwandese Association of Local Government Authorities |
| SALGA | South African Local Government Association |
| SDGs | Sustainable Development Goals |
| OECD | The Organisation for Economic Co-operation and Development |
| ULAP | Union of Local Authorities of the Philippines |
| UMT | Union of Municipalities of Turkey |
| UCLG | United Cities and Local Government |
| UCLG MEWA | United Cities and Local Governments Middle East and West Asia |
| ECOSOC | United Nations Economic and Social Council |
| VNRs | Voluntary National Reviews |

1. INTRODUCTION

This study aims to provide an in-depth insight into the involvement of Local Government Associations (LGAs) in the implementation of the Sustainable Development Goals (SDGs) with focus on national reporting efforts to the UN ECOSOC High Level Political Forum (HLPF) as set out through the Voluntary National Reviews (VNRs) submitted by national governments. The study identifies problems LGAs experience when localising SDGs and engaging in the national VNR reporting process. It shows what LGAs can learn from each other, and identifies a number of policy recommendations, notably in respect of engaging with the forthcoming 2019 VNR and its follow-up.

The methodology deployed for the study entailed desk-based review of key policy papers and reports, primarily in relation to SDG localisation and VNR reporting since 2015. It further involved in-depth examination of six country experiences by research/questionnaire and interview of key LGA policy makers, looking at both past VNR reporting (Philippines, Turkey 2016 and Latvia 2018) and plans for the 2019 VNR reporting process (Ghana, Rwanda, South Africa, as well as Philippines and Turkey) (**Appendix 1**). This was followed-up by individual interviews with key LGA officials responsible for SDG implementation in each country; a number of international local and regional government organisations (UCLG, CLGF, PLATFORMA) were also interviewed (**Appendix 2**).

2. LOCALISATION OF THE SDGs

Localisation of SDGs is how local and regional governments and other local governance actors can critically contribute towards the overall achievement of the SDGs and how the SDGs can provide a framework for local development policies. This will entail multi-stakeholder engagement at national level as well as local-level adaption, implementation and monitoring of SDGs.

The adoption of the 2030 Agenda for Sustainable Development and its 17 SDGs and their 169 SDG targets in 2015 was marked by the realisation that to be effective, SDG implementation has to be bottom-up, not top down. This means deploying a multi-stakeholder approach at the heart of which is the concept of localising the SDGs, in particular through local government, through civil society organisations (CSOs) and other local stakeholders.

This focus on a territorial approach to sustainable development, with its recognition of the key role of local government, as enshrined in the principle of subsidiarity, has been recognised by development partners such as the European Union, EU (see for example *PLATFORMA study on Local and Regional Government and the ACP-EU Cotonou Agreement*¹; *Policy Brief on Development Effectiveness and Local Government*²). According to the OECD, US\$ 1.9 billion of development assistance in 2015 was accounted for by decentralised development cooperation³.

Since 2015, substantial efforts have been devoted to developing and sharing policy and best practices on localising SDGs, accompanied by a plethora of guides and roadmaps. These include *The Sustainable Development Goals: What Local Governments need to know*; *Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level (2016)*; *Trainers' Guide on Localising SDGs (Module 1)*; and *Territorial Planning to Achieve the SDGs* (Module 2, 2019; Module 3 on SDG reporting will be also be published in 2019), *Strategies towards implementation of SDGs (2018)*, *Sustainable Development Goals- How Europe's towns and regions are taking the lead (PLATFORMA & CEMR, 2018)*; the *2019 UCLG Trainers' Guide* in particular provides an extensive and up-to-date bibliography as does the UCLG Global Observatory on Local Democracy and Decentralisation (GOLD) Reports on *Local Governments and Localisation of the SDGs*, and *the Toolbox for Localising the SDGs*.

¹ PLATFORMA. (2017). *PLATFORMA study on Local and Regional Government and the ACP-EU Cotonou Agreement*; available from PLATFORMA secretariat, Brussels.

² Steenbergen, R., & Post, J. (2016). *Policy Brief on Development Effectiveness and Local Government*. CIB-UCLG: http://www.cib-uclg.org/sites/default/files/cib_uclg_2016_final_web_i.pdf

³ OECD (2018), *Reshaping Decentralised Development Co-operation: The Key Role of Cities and Regions for the 2030 Agenda*, OECD Publishing, Paris: <https://doi.org/10.1787/9789264302914->

The [2016 Roadmap](#)⁴ envisaged four core areas of activity: awareness-raising about SDGs; engaging at national level on SDG implementation; SDG alignment at sub-national level; and production of disaggregated local data and indicators. Likewise, the 2018 UCLG study identifies four challenges: ensuring alignment of SDGs with municipal plans/programmes/budgets; having the SDGs endorsed by local politicians/parties; monitoring implementation of SDGs; and securing funding for SDG-related work. It sees opportunities in encouraging long-term, integrated (economic, social and environmental) approaches, developing multi-stakeholder partnerships, and acting as a source of innovation (e.g. gender-related initiatives) and deals with international strategies to promote SDGs.

The [2018 PLATFORMA-CEMR report](#)⁵ sees local and regional governments and their associations as *'policy makers, creating enabling environments for implementing and monitoring SDGs; awareness-raisers across regional and municipal departments and among citizens; implementers of innovative solutions for a wide range of municipal and regional tasks for modernising the public and private sectors; and partnership facilitators bringing together the relevant actors (p5)'*. Specifically, of those surveyed 29% offered various forms of SDG training, 24% used SDGs in conceptual and political work, and 6% sought alignment of work programmes with the SDGs. The report calls for LGAs to be supported in this work, both at national and European level.

Country and sub-national guides on SDG implementation and their localisation have been developed in a number of countries, often through the initiative of the respective national LGA. Best LGA practices in SDG implementation and reporting were also reviewed in a number of recent UCLG webinars e.g. December 2018.

Also of relevance are the annual UN reports on SDG implementation *The Sustainable Development Goal Report, 2018/2017/2016* and the ECOSOC *Progress towards the Sustainable Development Goals 2018/2017/2016*.

The various reports cited above provide a useful policy context on SDG localisation and it is the aim of this study to provide more in-depth analysis with focus on the role of the LGAs in the six countries selected, with particular attention to their engagement in reporting on SDG localisation to the UN. It aims to demonstrate the degree to which core areas of activity – SDG awareness-raising, engaging at national level, SDG alignment at sub-national level and production of disaggregated local data, have pursued by the LGAs concerned. As such, it is hoped that it will identify practical challenges and potential solutions, based on the actual experiences of the LGAs examined.

3. THE VNR PROCESS AND LOCAL GOVERNMENTS

Since 2016 UN Member States have presented Voluntary National Reviews, VNRs to the annual UN High Level Political Forum (HLPF), as recorded in the UN's VNR Synthesis Reports for [2016](#), [2017](#) and [2018](#); the 2017 and 2018 reports have a chapter on 'Institutions for implementing the 2030 Agenda' with sections on *'coordinating mechanisms at multiple levels of government, including local government'*.

To date, 111 VNRs by 102 countries have been presented to the HLPF in 2016 (22), 2017 (43) and 2018 (46). Another 51 will be presented in 2019 dealing with implementation of all SDGs with special focus on SDGs 4 (quality education), 8 (decent work and economic growth), 10 (reduced inequalities), 13 (climate action), 16 (peace, justice and strong institutions), as well as SDG 17 (partnerships for the Goals).

Paragraph 74 (d) of the 2030 Agenda, dealing with the principles to guide the follow-up and review process states *'they will be open, inclusive, participatory and transparent for all people and will support*

⁴ United Cities and Local Governments. (2016). Roadmap for Localising the SDGs: Implementation and Monitoring at Subnational Level. *Barcelona: UCLG*:

https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf

⁵ Bardot, L., Bizarro, P., Licha, A., Stichelmann, T., & Marcé, L. V. (2018). Sustainable Development Goals How Europe's towns and regions are taking the lead. PLATFORMA & CEMR: <http://platforma-dev.eu/wp-content/uploads/2018/07/PLATFORMA-CEMR-SDG-localisation-EN.pdf>

reporting by all relevant stakeholders'. Similarly, Paragraph 79 encourages Member States to conduct regular and inclusive reviews of progress at the national *and subnational* level and invites them to draw on contributions from a range of stakeholders including *'national parliaments as well as other institutions'*.

The *'Handbook for the Preparation of Voluntary National Reviews'* published by the UN Department of Economic and Social Affairs in October 2018 provides practical advice on the reporting format and processes and includes the UN Secretary-General's voluntary common reporting guidelines for VNRs. Among the recommendations made is to *'develop a stakeholder engagement plan'*, also at *'all levels of government'*, including designation of a focal point for liaison with stakeholders. It explicitly addresses the role of local government:

- *'How are all sectors and levels of government (local and subnational) being engaged in the implementation of the 2030 Agenda (p.20)?'*
- *'What actions have been undertaken by sub-national and local government to implement the SDGs (p.26)?'*
- *'What actions are being taken to ensure that all levels of government work together (horizontally across sectors, and vertically from national to local) to integrate these dimensions and the SDGs (p.30)?'*

In the VNR section on Policy and Enabling Environment, the Handbook states:

- *'The review could outline efforts made towards all stakeholders, such as national and local government...to inform them of and involve them in the implementation and review of the 2030 Agenda, including goals and targets (Creating Ownership of the SDGs, p 60).'*
- *'Countries could consider referring to major efforts undertaken by local authorities and non-State actors to implement the Goals (Incorporation of the SDGs into national frameworks, p.60).'*
- *'This could include information on how the views of different ministries, agencies, levels of government and non-governmental stakeholders are considered' and 'how responsibility is allocated among the various levels of government (national, subnational and local) for coherent implementation and review of the 2030 Agenda (Institutional Mechanisms, p.61).'*

In the section 'Dealing with Next Steps' (p. 63), the Handbook advises countries: *'It could also indicate how it is planned to keep the Goals under review at the national and sub-national levels, including dissemination of reviews and their findings'*. In respect of 'Annexes', it is suggested that these *'could also include comments from stakeholders on the report (p.63)'*.

The Handbook specifically refers to consultation with *'umbrella groups'* of stakeholders (p.18) and explicitly notes the strategic role of LGAs (in reference to the Federation of Municipalities and Provinces of Spain); it also references integration of SDGs into local sustainable development plans (in the case of Jamaica). It accordingly encourages Governments to seek contributions to the VNR process by local government and by LGAs.

The extent to which local government has been consulted in the preparation of the reports and how far its work is reflected in the final VNRs was examined in two UCLG studies of 2017⁶ and 2018⁷ *Towards the Localization of the SDGs*. These identify key policy issues, drawing on a wide range of country and city-specific examples. According to the 2018 report which surveyed 99 countries, 61 VNRs mentioned local or sub-national government, however less than half of VNRs explicitly involved prior consultation with local government and only a third engaged local government in any follow-up activities, for example through appropriate national SDG coordination mechanisms. This is in broadly line with the

⁶UCLG. (2017) National and Sub-National Governments on the way towards the Localization of the SDGs: https://www.gold.uclg.org/sites/default/files/UCLG_GTF_LocalizationSDG.pdf

⁷ UCLG. (2018). Local and Regional Governments' Report to the 2018 HLPF. Towards the Localisation of the SDGs: https://www.gold.uclg.org/sites/default/files/Towards_the_Localization_of_the_SDGs.pdf

findings of a 2016 CIB-UCLG study, *Development Effectiveness and Local Government*⁸, which shows that 48% of LGAs were ‘often’ involved in national development strategies, although another 31% were involved ‘sometimes’. Likewise, the aforementioned 2018 PLATFORMA-CEMR study found that 63% of respondents knew about the VNRs and that while many were able to contribute through various forms of mainly multi-stakeholder consultations, their contributions were ‘generally passive’ and only indirectly contributed to the VNR content (p.20).

The work of the PLATFORMA task force on SDGs and of the [SDG Multi-stakeholder Platform on Implementation of the SDGs in the EU](#) are also relevant. In its [2018 report](#)⁹ the Platform recommends that in respect of reporting to the HLPF, EU Member States and the European Commission should include the views of local and regional governments and include local and regional representatives in official delegations. It also places emphasis on the development of disaggregated data and local indicators, building on the existing [Reference Framework for Sustainable Cities \(RFSC\)](#), an online tool developed by CEMR/France to assist cities with their integrated local strategies including monitoring and which was expanded in 2016 to include the SDGs.

The 2018 UCLG study makes six policy recommendations to encourage SDG localisation: scaling-up localisation as an integral part of national strategies; strengthening the institutional and fiscal frameworks to empower local government; adopting a ‘Rights-based’ approach such as the Right to the City and greater social inclusion; developing disaggregated, local, data; international cooperation and partnerships; and engaging with the UN and international networks on localising SDGs. It further examines specific tools for the promotion of localisation and looks at various institutional mechanisms conducive to localisation. It notes that local governments such as New York City and several Japanese cities (Kitakyushu, Shimokawa, Toyama; see <https://www.iges.or.jp/en/>) have themselves undertaken ‘Voluntary Local Reviews’ for presentation to the UN.

The current study seeks to probe as to how the key conclusions and recommendations of the above studies and the 2018 UN Handbook, are reflected in the practical findings of the country case studies as they relate to the role of LGAs in the VNR process. Moreover, while the 2017 and 2018 UCLG reports gave valuable data on the extent to which local government had been consulted or inputted on past VNRs, they did not go into details as to the underlying institutional or organisational processes involved. It is hoped that this study will cast light on this and point to lessons learnt.

4. CASE STUDIES: THE CURRENT SITUATION

Six countries were selected looking at both past VNR reporting (Philippines, Turkey 2016 and Latvia 2018) and plans for the 2019 VNR reporting process (Ghana, Rwanda, South Africa, as well as Philippines and Turkey). In this way it was hoped that lessons could be drawn from past experience and an assessment made to the extent to which LGAs faced by a VNR in 2019 were engaging with the process.

4.1. Ghana

Ghana is strongly decentralised with metropolitan, municipal and district assemblies as well as various sub-structures; there is legal provision for community involvement, for example in development planning. The **National Association of Local Authorities of Ghana (NALAG)** is the responsible LGA and cooperates with the Ministry of Local Government and Rural Development (MLGRD). Under the District Assemblies’ Common Fund, not less than 10% of GDP is transferred to the Assemblies¹⁰.

⁸ Steenbergen, R., & Post, J. (2016). *Policy Brief on Development Effectiveness and Local Government*. CIB-UCLG: http://www.cib-uclg.org/sites/default/files/cib_uclg_2016_final_web_i.pdf

⁹ European Commission. (June 2018). Delivering the Sustainable Development Goals at local and regional level Recommendations to the European Commission by the subgroup on “SDGs at local and regional level” of the Multi-Stakeholder Platform on the Implementation of the Sustainable Development Goals in the EU: <https://ec.europa.eu/info/sites/info/files/delivering-sdgs-local-regional-level.pdf>

¹⁰ CLGF. (2018). The Local Government System in Ghana. Commonwealth Local Government Handbook 2017/18: http://www.clgf.org.uk/default/assets/File/Country_profiles/Ghana.pdf

National SDG coordination is done through the **National Development Planning Commission (NDPC) and the SDG Implementation Coordinating Committee**; the latter brings together key ministries/agencies (including MLGRD and the Ghana Statistical Service) and other stakeholders including CSOs. The SDGs are incorporated in the *National Shared Growth and Development Agenda (2018-2021) and the Long-Term National Development Plan (2018-2068)* alongside the AU Agenda 2063.

Annual progress reports are stipulated at national, sector and District level and a special report is produced every two years (starting 2017). In 2018 NDPC produced a detailed SDG Indicator Baseline Report which aligns each SDG to the 2018 budget and also makes the link to the *Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024*.

Within NALAG, SDG implementation comes under its Research and Program Department. NALAG has addressed the SDGs at its 2018 regional conference and will have a special SDG focus at its 2019 national conference. It has undertaken SDG awareness training for staff and its national executive council. It has also organised nation-wide SDG sensitisation workshops in all ten regions in 2017 ‘*to educate our members and the local authorities on what these targets and goals are and why it is important to carry everyone along*’ and the benefits these have for the Assemblies. NALAG has indicated that this afforded it the opportunity to advocate for the integration of the SDGs goals and targets in to the medium-term development goals of the Assemblies. There is however limited evidence available as to what extent this has been achieved to date. NALAG also collaborated with CLGF on a workshop in 2018 to discuss the outcome of work done on alignment of Assembly development plans.

Given Ghana’s decentralised governance, there is a formal requirement for the Assemblies to align SDG targets in their medium-term development plans, annual work plan and programmes. NALAG states that it works with the Assemblies and the NDPC to assist such alignment ‘*in order to aid reporting and aid standardization and localisation.*’ This will also prevent the assemblies collecting multiple data on the MTDP and the SDGs and using different development and economic framework.

NALAG has worked with the CSO Platform on SDGs and development partners like GIZ and CLGF; the latter has been undertaking a programme to help align Assembly development plans to local economic development and SDG targets¹¹:

- Tema Metropolitan Assembly metro-wide LED strategy targeting women, vulnerable groups and school drop-outs with a focus on tourism, fish processing, auto-mechanics and skills development (SDG 8)
- Nadowu-Kaleo District Assembly climate-smart demonstration gardens (SDGs 1, 2 and 13)
- Asunafo North Municipal Assembly economic empowerment of women and youth and of small and medium enterprises through rice and cocoa production (SDGs 2 and 8)
- Ayensuano District Assembly food processing centres on palm oil, gari and cassava dough (SDGs 8 and 9).

NALAG highlights the financial constraints it has in engaging SDG localisation; likewise, the lack of standardised or baseline SDG data at assembly level is identified as a problem. In a broader context, the Government’s [2018 SDG Indicator Baseline report](#) the role of the Assemblies in the context of SDG 11, where it states ‘*metropolitan, municipal and district assemblies lack the administrative capacity to collect taxes and fees that would otherwise fund services and infrastructure provision in urban centres. A more substantial reallocation of resources from national to local level can be considered*’.¹²

¹¹ CLGF. (2018). Achieving the SDGs through LED in Ghana: http://www.clgf.org.uk/default/assets/File/Publications/reports/Achieving_LED_through_SDGs_in_Ghana_CLGF_2018.pdf

¹² National Development Planning Commission & Ghana Statistical Service. (2018). SDG Indicator Baseline Report: http://www.gh.undp.org/content/dam/ghana/docs/Reports/UNDP_GH_IGC_SDGs_%20Indicator_%20Baseline_Report_2018.pdf

Regarding the 2019 VNR and its preparation, NALAG was informed informally about the VNR process at a recent meeting with officials. However, it is not officially part of the VNR review committee or has as yet not been formally consulted on inputs to the VNR or invited to be part of the HLPF delegation. (However, NALAG has been part of workshops and seminars that are geared towards localisation and realization of the goals and targets of the SDGs.)

4.2. Latvia

Latvia's single-tier local government comprises 9 cities and 110 municipalities (or *noveds*). The national LGA is the **Latvian Association of Local and Regional Governments (LALRG)**. In 2017 26.8% of public expenditure went via local government.

Latvia's long-term plan is set out in the [Sustainable Development Strategy of Latvia until 2030](#) (adopted 2010), and national SDGs are contained in the [National Development Plan of Latvia for 2014-2020](#). These tie policy objectives to the government budget through a set of indicators and also relate directly to many SDG targets (although these are not set out separately). The LALRG participated on discussions on the aims of the NDP at senior Government level and in the Parliament. During the elaboration of the NDP three working groups were established and LALRG participated in each and in the Monitoring Board. The priorities of the new NDP2027 were approved in December 2018 and local authorities are invited to submit their proposals.

At national level, SDG coordination is done by the **Cross Sectoral Coordinating Centre (CSCC)** which reports to the Prime Minister. In preparation for the 2018 VNR, the CSCC had a working group on which LARLG was represented but this group is no longer active. The Central Statistical Centre of Latvia has also developed performance indicators on SDG compliance.

The '*Regulations on the municipal territorial development planning documents*' set out the criteria for Latvian local governments basing their own development plans on local sustainable development strategies. An example is the '[Sustainable Development Strategy of Riga until 2030 and Development Program of Riga for 2014-2020](#)'. LALRG has emphasised the importance of linking the SDGs to the everyday tasks of municipalities, showing that they are not something additional, but integral to their work.

SDG coordination within LALRG is done through its department of foreign affairs, including its Brussels office. LALRG has undertaken a range of SDG awareness-raising activities with its member municipalities, dealing with the overall concept of SDGs as well as specific SDGs (notably SDGs 4, 9 and 11); this included a seminar for executive directors in June 2017. Grant competitions were organised in 2016 -17 on development education and Jelgava, Kugdiga and Mamata municipalities have all undertaken projects with reference to the SDSGs, involving alignment to specific SDGs. LALRG has also supported Jaunpils municipality in a schools-based SDG project which benefited from the prior international engagement of its local mayor.

LALRG is supportive of a multi-stakeholder approach to SDG localisation and is cooperating with the Latvian Platform for Development Cooperation (of CSOs) and since 2018 is participating in the annual global day of action on SDGs; it also works with academia. Funding for this work has been provided under dedicated PLATFORMA/EU programmes and LALRG has emphasised the importance of access to such external resources.

The VNR of 2018 is worth examining in some detail as it provides a good example of SDG implementation at national and local government level and a pro-active support by the LGA concerned. LALRG took a highly active role in the preparation of the VNR, interacting with CSCC officials and was formally represented on the CSCC VNR working group at senior level by its Secretary-General; this allowed it to submit draft sections for the report.

The 2018 VNR highlighted how SDG targets have been integrated into the National Development Plan 2014-2020 and how they will inform the next Plan. It stated: *The Latvian planning system is decentralised and follows the principles of subsidiarity*' (p7; also p.27). Reference to the role of local government and of the LALRG was made on numerous occasions, including in reporting on individual

goals, notably SDG 5 on gender equality which provides the number of elected women local government heads/mayors (24%) and on SDG17 where the international work of LALGG is explicitly highlighted.

Commendably, there was a separate section on local government (pp 34-35), alongside sections on civil society, the private sector and academia, which noted that all local governments have sustainable development strategies and specifically acknowledged the work of LALRG in promoting SDG awareness through supporting local projects. In discussing the next steps, the VNR noted that all stakeholders including the LALRG *'now have a useful reference and measurement tool (i.e. for SDG implementation)(p.99).*¹³

LALRG continues to be involved in follow-up to the VNR and in October 2018 took part in a multi-stakeholder event with CSOs, academia, the private sector, Parliament and national Government on partnership for sustainable development. After the discussion the Director of the Latvian Platform for Development Cooperation established the Facebook group *"Ilgtspējas domubiedri"* ("Co-thinkers of sustainability"). It was also agreed to participate actively in the elaboration of the National Development Plan of Latvia for 2021-2027, so that it is linked closer with the SDGs.

4.3. Philippines

The Philippines has three levels of sub-national government: provinces and independent cities; component cities and municipalities; and, below them *'barangays'*; in addition, Mindanao is an autonomous region. The national LGAs are the **League of Cities of the Philippines (LCP)** and the **League of Municipalities of the Philippines (LMP)**; they cooperate through an umbrella Union of Local Authorities of the Philippines (ULAP). Local elections are due May 2019.

SDG implementation nationally is overseen by the **National Economic Development Authority (NEDA)** which reports to the Presidency. SDGs are integrated into the [Philippine Development Plan \(PDP\) 2017-2022](#) and this provides a guide for the 3-6 year local Comprehensive Development Plans (CDPs) drawn up by individual cities. NEDA together with the Department of Interior and Local Government have held workshops on localisation of the PDP and alignment to SDGs. In addition, the Philippine Statistical Authority has identified and approved SDG indicators to be monitored against the goals and targets.

As SDGs are meant to be implemented at the local level, cities and other local governments are expected to localise the goals in various forms in their local strategies, plans, and programmes. While there is an Executive Order (EO No. 27) instructing national government agencies and local government units to adopt, disseminate, and implement the PDP to which the SDGs are integrated, LCP feels that it is not clear as to which of the identified strategies are specific for local governments and what concrete actions by national government agencies and local government units are required. Thus, while cities are heavily involved in the SDG implementation, LCP states that there seems to be a disconnect with the strategies being carried out by the national government.

The LCP has been actively engaged in raising awareness and support its members on SDG localisation through its Policy, Programs and Projects department, although other LCP departments are also involved depending on the area of specialisation. It has designated a Focal Mayor for SDGs to give political leadership (currently the Mayor of Carcar City). LCP has conducted national workshops on SDGs and on other international goals (Paris Agreement, New Urban Agenda etc) and provides its members with learning materials on specific SDGs.

The LCP is undertaking an on-going project to develop a data base to map 145 member cities' key local data to aid policy making and programme development; it expects that this will also allow SDG localisation policies to be mapped against individual goals and identify best practices (2018-2020). This work is currently funded through its own resources and will be made available online. LCP takes the

¹³VNR Latvia Report to the UN High Level Political Forum on Sustainable Development. (2018) Latvia Implementation of the Sustainable Development Goals: http://sdgtoolkit.org/wp-content/uploads/2018/10/VNR_Latvia_Implementation_of_the_SDGs.pdf

view that SDG localisation is facilitated by demonstrating to its members the extent to which their existing work and plans are already linked to SDG implementation and by a focusing on improving the overall national policy environment for local government.

The LCP has actively undertaken SDG partnership activities with UCLG and ICLEI and co-leads the SDG cluster of CityNet Asia-Pacific. It has documented the extent to which its member cities are engaged various activities relating to SDG implementation including UN Habitat's Building Climate Resilience through Urban Plans and Design project; ICLEI's Southeast Asia's Ambitious City Promise, Urban Nexus and CityFOOD projects; the Global Initiative for Resource Efficient Cities projects; and a number of local economic development and PPP projects. The 2017 ASEAN Mayors Forum co-hosted by LCP also committed to implement global goals such as the SDGs.

The 2016 VNR involved prior consultations with stakeholders including local government units (LGUs) through the umbrella ULAP and states '*The ULAP was one of the organisations that were given early orientation on the SDGs as it has a critical role in mobilizing the LGUs to help the national government in mainstreaming the SDGs into the local development process (p7)*'. However, the LCP recalls that this consultation was only limited in scope and did not for example result in specific VNR sections being drafted and submitted for inclusion by local government itself.

The 2016 VNR section on the 'subnational and local level', made reference to a 2016 Forum held in Mindanao which had called for '*localization and mainstreaming of the SDGs in the subnational and local development planning budgeting (p.7)*' and for empowering local government to do this. Dealing with Next Steps, the VNR explicitly referred to localising SDGs, both in the context of the work of a proposed NEDA committee on SDGs as well as in respect of capacity-building, noting '*To support the localization of SDGs, LGUs need assistance in building their capacities on local governance, along the areas of development planning, monitoring and evaluation, accountability and service delivery (p.24)*'. The VNR also placed emphasis on SDG data collection and monitoring through the Philippines Statistics Authority, including through local level monitoring.¹⁴

Significantly, LCP is now represented formally on the NEDA committee on SDGs by its Executive Director which will oversee preparation of the 2019 VNR and through this has been informed of the forthcoming review. It expects to be able to input into the 2019 VNR more substantially than in 2016, drawing on its and its member cities' work on SDG localisation. It also hopes that one of its senior mayors will be included in the Government delegation to the 2019 HLPF.

4.4. Rwanda

Rwanda has a strongly decentralised and participatory system of local government with 30 district councils (*akarere*) and three further tiers (sector, cell and village). The Vision 2020 *Umerenge* (community work) Programme is part of Rwanda's poverty reduction strategy and a mechanism through which communities in targeted sectors participate in public service. The **Rwandese Association of Local Government Authorities (RALGA)** is the national LGA; quarterly meetings are held local government, the Prime Minister, ministers and provincial governors. In 2013/14 local government expenditure was 22.4% of total government expenditure.¹⁵

At national level, the **Ministry of Finance and Economic Planning** is the national focal point for SDGs assisted by the National Institute of Statistics and the Kigali-based SDGs Center for Africa. SDGs are being integrated into the [Government's Vision 2050](#), the [National Strategy for Transformation \(NSTI\)](#) and the seven-year *National Strategy for Transformation*. Between 2016-17, the Rwanda

¹⁴ Voluntary National Review at the 2016 High-Level Political Forum On the Sustainable Development Goals (SDGs), Philippines: https://sustainabledevelopment.un.org/content/documents/10765PH%20VoluntaryNationalReview_FINAL.pdf

¹⁵ CLGF. (2018). The Local Government System in Rwanda. Commonwealth Local Government Handbook 2017/18: http://www.clgf.org.uk/default/assets/File/Country_profiles/Rwanda.pdf

Government developed a roadmap for SDG localisation which involved integration of the SDGs into Sector Strategic Plans and the six-year District Development Strategies (DDSs).

RALGA has designated its Policy Analysis and Research Unit to coordinate work on SDGs. It has noted *'for successful localisation of SDGs, it is paramount to make sure that all important decision-makers in the planning and budgeting process at central and local levels understand the SDG localisation importance and process, so that they own and facilitate the process to integrate them into national and local planning, budgeting and M&E tools.'*

There is ongoing engagement between RALGA and the Ministry of Finance and Economic Planning as well as with the Ministry of Local Government on coordination of national policies and RALGA is represented on a number of ministry sector working groups (fiscal decentralisation, governance and decentralisation, urbanisation). RALGA has accordingly been able to engage on SDG policy, notably in relating Goals/ targets within the national plans/strategy and in the of monitoring SDGs. RALGA has also worked with other stakeholders in respect of SDG implementation, notably the National Institute of Statistics, the SDGs Center for Africa, and CSOs such as Transparency International.

RALGA undertaken specific awareness-raising/training on SDGs and SDG localisation for its political leadership/staff/members with support from CLGF/EU and GIZ. These have including at a Workshop for Kigali and Districts Directors of Planning (February 2017; a further activity for Directors of local government is planned February 2019). It convened a High-level multi-stakeholder dialogue in March 2017 bringing together key local government decision-makers, senior Government representatives and other stakeholders. It further made active use of the media (radio/ TV/newspapers).

RALGA has supported its members in encouraging alignment of local development strategies (DDSs) with SDG targets through an assessed level of integration of SDG indicators under existing DDSs 2017/18-2023/24. This has involved training programmes under a CLGF/EU programme in three pilot Districts (Bugesera, Gicumbi and Ruhango) and has developed a SDG assessment tool through a factsheet template to monitor SDG implementation. It is planned to roll-out the results in all other Districts. RALGA has also deployed resources from central Government and the DDS resources for this work. It however notes there is ongoing need to raise awareness of SDGs and it will require further expertise and new resources to continue its work on SDG and SDG alignment to the other 27 Districts.^{16, 17}

RALGA is aware of the forthcoming 2019 VNR, although it has to date not been involved in formal consultations on this. It will engage with the Ministry of Finance and Economic Planning to ensure that its work, especially on DDS alignment, is fully reflected in the NVR.

4.5. South Africa

Local government has strong constitutional recognition and comprises urban metropolitan, district and local municipalities which have a further four sub-divisions. The role of the **South African Local Government Association (SALGA)** is both legally recognised and enshrined in the constitution; SALGA works closely with the Department of Cooperative Governance and Traditional Affairs (COGTA) and there is also extensive provision for intergovernmental relations through the Presidential Coordination Council, the Local Government Budget Forum and a range of other fora including a mayoral forum at district level. In 2012/13 the local government share of national revenues was 8.8% and transfers are decided through the 'local government equitable share'.¹⁸

¹⁶ RALGA. (n.d.). Strengthening local government's role as a partner in development: http://ralgarwanda.org/~ralgarwanda/spip.php?page=projects&id_article=99

¹⁷ Localising the SDGs (2016-2018) in Rwanda Action Plan and Results Framework, RALGA 2018

¹⁸ CLGF. (2018). The Local Government System in South Africa. Commonwealth Local Government Handbook 2017/18: http://www.clgf.org.uk/default/assets/File/Country_profiles/South_Africa.pdf

The responsible national focal point for SDG is the **Department of Planning, Monitoring and Evaluation (DPME)** which reports to the Presidency; practical monitoring and preparation of VNR reporting is done through Statistics South Africa, STATS-SA which comes under the DPME. STATS-SA has a number of specialised working groups on which SALGA is represented.

SALGA has noted that the [National Development Plan, NDP](#) (to 2030) which also informs local government policies is being aligned with the SDGs and their targets as is the *Medium-Term Strategic Framework (MTSF) 2014-2019*, for example in the water and sanitation sector. Also of relevance are the *Back to Basics* local government programme and the *Integrated Urban Development Framework*. SALGA is consulted on the content of the various national plans and currently participating in discussions relating to the next MTSF. In addition, the development plans at Provincial level are aligned with the NDP.

Within SALGA, the Office of the Chief Executive Officer (Strategy and Business Planning Unit), together with the Economic Development and Planning Department, has responsibility for SDG coordination. It takes the view that a key task is to relate and explain SDG concepts/language to its members and in 2018 produced a concept document, highlighting the importance of SDGs to local government. Since the adoption of the 2030 Agenda, SALGA has been raising awareness about SDGs among its political leadership and members, for example during the National Member's Assembly. It has been seeking to relate the SALGA Strategic Framework 2017-2022 (which is aligned to the overall NDP objectives) to the SDGs, as well as other global goals (Paris/Climate, Sendai/Disaster preparedness, Quito/Urban Agenda and Addis/financing). SALGA has further sought to align the activities under some of its political-level working groups to specific SDGs.

A key statutory local instrument is the Integrated Development Plan (IDP) drawn up at municipal level which link to NDP/MTSF objectives. Although it is not a formal requirement, individual municipalities, especially larger metros, have nonetheless aligned their IDPs with the SDGs and also undertaken SDG awareness-raising. For example, eThekweni (Durban) is aligning its budget with the SDGs; it has moreover incorporated the SDGs into its masterclass programme. SALGA has not been directly involved in this work, although it does provide technical support to smaller municipalities in developing their IDPs.

To date, SALGA has relied on own resources for its work on SDGs, but it has recently agreed an MOU with UN which is expected to lead to a new SALGA-led programme on localising SDGs in the country.

SALGA recognises the importance of having disaggregated local data and has been developing a '*municipal barometer*' data base and also works closely on monitoring with STATS-SA. In this and other work on SDG implementation, SALGA places considerable emphasis on innovation and international knowledge-sharing, and it has noted the value of its political leadership having exposure to and involvement with global local government organisations.

SALGA is expecting to input directly into the 2019 VNR through its membership of the DPME/National Statistics Bureau working groups tasked with preparing the VNR.¹⁹

4.6. Turkey

Turkey has a sub-national structure of 1,398 municipalities which include 30 metropolitan municipalities which contain 70% of the population, as well as provincial, district and town municipalities; the total number of districts are 1,396; these are headed an elected mayor. In 2013 12.8% of public expenditure was carried out by local governments, of which 10.53% was done by metropolitan municipalities. Local elections are due March 2019. There are also 81 administrative provinces, headed by a governor but all local services are delivered through municipalities. The main national LGA is the **Union of Municipalities of Turkey (UMT)**.²⁰

¹⁹ SALGA and Local Government's contribution to Sustainable Development Goals: Localising SDGs, 2018. (2018)<http://www.mile.org.za/QuickLinks/News/Documents/SALGA%20on%20localising%20post%202015%20dev%20agenda%20.pdf>

²⁰ Union of Municipalities of Turkey: <http://www.tbb.gov.tr/en/>

The responsible central Government agency for SDG coordination is the **Strategic and Budget Planning Department of the Presidency** and the **National Sustainable Development Commission (NSDC)** (previously the Ministry of Development), supported by the Turkish Statistical Institute (TURK STAT). The SDGs have been integrated into the 11th National Development Plan, 2019-2023.

Responsibility for SDGs within UMT lies with its Projects and Financing and its Foreign Relations departments which carry out work collaboratively. UMT has been seeking to mainstream SDG awareness into its on-going activities e.g. when it holds meetings of municipal international officers and by sharing SDG best practices among its members; it is not undertaking a special SDG or SDG municipal alignment programme as such. It has however produced various SDG awareness materials such as a booklet, posters and desk calendars. In addition, UMT aims to introduce SDG implementation into its international programmes, including holding a special SDG event with its partners in 2019 and it cooperates closely through UCLG-MEWA.

Individual municipalities all produce a 5-year strategic plan, as well as more specialised plans on local economic development, zoning, transport etc. To date there has been little alignment of these to the SDGs. UMT is concerned that SDG implementation by municipalities is not being facilitated by access to international or other funding sources, especially at a time when these are facing considerable additional burdens on account of the influx of large numbers of Syrian refugees.

The 2016 VNR for Turkey dealt with the transition from MDGs to SDGs and stated that Turkey's 11th National Development Plan (2019-2023) will integrate the SDGs, and that *'The Government of Turkey is ready to work together with ...local authorities' in developing the Plan* (p.26). The VNR further states that there will be *'integration of SDGs into all relevant strategy and policy documents at central and local level* (p30)'. The VNR make clear that while the Ministry of Development will continue to have overall coordination responsibility, but implementation will be shared by all stakeholders. The High-level Planning Council chaired by the Prime Minister was to assist in *'promoting the SDGs at national and local level* (p29). The National Sustainable Development Commission was to be strengthened in dealing with SDG data and monitoring, aided by TURK STAT which was to refine its existing sustainable development indicators.²¹

UMT has stated that its engagement with the preparation of the 2016 VNR was limited. It is however currently pro-actively engaged with the NSDC and its officials in the preparation of the 2019 VNR and feels it will be able to make substantial inputs to the report. It takes the view that this is because, unlike 2016, it is involved in direct, bilateral engagement with the responsible officials, rather than being part of a CSO/broader stakeholder mechanism. It is also looking at the possibility of being represented on the Turkish delegation to the 2019 HLPF by its President or another senior official.

5. POLICY RESPONSES AND LESSONS LEARNT

It can be seen by the case studies examined that the LGAs in all the six countries play a pivotal role in seeking to implement the SDGs, both nationally and among their own membership. This has in particular involved SDG advocacy, awareness-raising and capacity-building and working with members to align local development plans to SDG targets/indicators, especially where this is a statutory obligation. Some LGAs are developing their own disaggregated local data and indicators which can link to SDG targets. In respect of VNRs, both past and forthcoming, LGAs have been active in seeking to ensure that the local government experience on SDG localising is highlighted. An overview of findings from the interviews is attached (**Appendix 3**); in addition, a detailed example is provided on how one LGA (RALGA) is seeking to ensure that Sustainable Development Goals (SDGs) are mainstreamed in Districts Development Strategies (DDSs) as best way to localise them (**Appendix 4**).

²¹ Ministry of Development. (2016). Report on Turkey's Initial Steps Towards the Implementation of the 2030 Agenda for Sustainable Development. <https://sustainabledevelopment.un.org/content/documents/107102030%20Agenda%20Turkey%20Report.pdf>

A number of specific LGA policy issues in response to problems encountered can be identified and from these lessons and specific policy implications can be learnt by LGAs everywhere:

5.1. How can LGAs assign institutional responsibility for SDG implementation?

- **Allocate responsibility for SDG implementation/localisation to a specific LGA department/senior staff member with ability to coordinate across departments and draw on diverse staff expertise.**
- **Designate a senior mayor/politician on their executive to as ‘SDG policy lead’ and potential HLPF representative to mobilise political support**

Internal responsibility for SDG policy and coordination within LGAs is usually with the research/programme development or sometimes the foreign affairs departments. Given that SDG implementation covers a wide range of issues and policies, several LGAs indicated that they recognised the importance of involving other departments/ staff, depending on the area of SDG specialisation. In addition, the value of having an assigned political leadership on SDGs is shown through designation of a senior LGA ‘focal mayor’ on SDGs (Philippines). In this context, several LGAs pointed to the importance of having political leaders with prior international experience (and knowledge of the SDGs), e.g. through UCLG involvement.

5.2. What is the best advocacy strategy within the National Policy Framework?

- **Seek formal institutional representation on the central government SDG focal point/responsible ministry/relevant sub-committee at senior level (Secretary-General/Executive Director), so as to contribute to the design, implementation and monitoring of national SDG strategies and the production/content of VNRs.**
- **Ensure collaboration on SDG policy with central government partners such as local government ministers/senior officials as well as local parliamentarians, including to secure political support for LGA’s SDG-related advocacy work and obtain domestic resources for SDG implementation activities.**

LGA ability to influence central government policy varies. In all six countries, there is a national policy framework for SDG implementation with a SDG focal point within central government; the latter involves a specific ministry (Ghana, Rwanda, South Africa) or an inter-ministerial, often high-level, coordinating body under the direction of the President/ Prime Minister (Latvia, Philippines, Turkey). In most cases, there is clear linkage between national economic development plans targets (both medium and long term) with implementation of SDGs/SDG targets and indicators integrated into the various national plans. Which ministry/organisation is best suited as SDG focal point is a matter for each country, but there may be a case for having designated, specially-constituted bodies which come under the highest authority (Office of the President/Prime Minister), so as to facilitate effective inter-ministerial coordination.

While all the LGAs have an engagement with their central government on national development strategy, their awareness of national SDG priorities, and therefore the amount of influence they can exert on these, depends on whether they are institutionally represented on the relevant national bodies. In two instances the LGAs were directly represented on the relevant national SDG committee by their senior-most officer i.e. their Executive Director/Secretary-General and this optimises LGA ability to influence central government (Latvia, Philippines).

In the majority of countries, LGAs engage with other stakeholders in SDG implementation and consultative processes; these normally involved CSO umbrella bodies as well as academia. While this can give rise to valuable strategic alliances, it does seem that where LGAs are engaging directly with the central SDG focal point, they have been most effective (Latvia, Philippines; South Africa, Turkey).

5.3. How can financial and other resources for this work be accessed?

- **Deploy own resources or secure resources from central government under their relevant development planning and/or SDG-related programmes**

- **Collaborate with international local government and other partners (UCLG, CLGF, PLATFORMA, ICLEI, GIZ, UNDP etc) to access expertise and financial resources for SDG implementation.**
- **Monitor and learn from international good practice policies on SDG implementation/localisation including through decentralised cooperation programmes and participation in global, regional knowledge-sharing sites and events (for example the 2019 UCLG and CLGF conferences in South Africa and Sri Lanka).**

All LGAs highlighted their dependence on financial and other resources to undertake SDG-related work other than political advocacy, such as awareness-raising or promotion of SDG alignment. While some had allocated staffing and own resources, the majority indicated their reliance on funding by national government or external partners such as UCLG, CLGF, ICLEI, PLATFORMA, GIZ or UNDP, especially for SDG pilot activities. There is therefore a need to enhance their resources by developing innovative ways of resource mobilisation, lobbying central government/local parliamentarians or continued support from external partners. In at least one instance, the LGA concerned is looking to integrate SDGs into its own international partnership/decentralised cooperation programmes outside of the country (Turkey).

5.4. What should LGAs do to raise awareness of SDGs and provide capacity-building among members?

- **Continue to undertake SDG awareness-raising and capacity-building programmes, both for new staff/executive members and the LGA membership in general**
- **There could also be cooperation with local parliamentarians, CSOs, universities and the private sector to support local civic or school programmes on SDGs.**

In many countries, it was felt that there was still insufficient knowledge and understanding of SDGs among local governments and their relevance to local government policy, in particular to the local planning processes. Only in very few instances were examples provided where central government had undertaken programmes to promote understanding of SDGs among local government. In this context, the value of learning from international best practices through knowledge-sharing platforms was frequently emphasised.

All the LGAs have accordingly conducted SDG awareness-raising and various forms of related capacity-building. These are aimed both at their own staff/elected executives and at their members in general; in one case (Latvia) there had also been civic engagement with local schools. LGAs have produced SDG guides and specialised SDG materials such as posters or desk calendars. In nearly all cases national workshops and sometimes multi-stakeholder dialogues with CSOs and others have been held and these activities are on-going.

5.5. How can SDG Alignment by members be promoted?

- **Expand existing programmes of working with members/individual municipalities to help them align local development plan targets to national SDG targets and meet legal/other requirements in this respect**
- **The experience, tools and good practices gained from individual municipal pilot programmes should be rolled out nationally among the entire LGA membership.**

In many instances there is a legal obligation on individual local governments to align their own statutory local development plans to the overall medium-term National Development Plan objectives and in many cases, to align them specifically to the SDGs (Ghana, Philippines, Rwanda). This process of local alignment is currently underway and is being undertaken on a pilot basis in several countries, often with funding support from the external partners, and with a view to 'roll-out the experience gained to the full LGA membership (Ghana, Latvia, Rwanda).

In most cases LGAs give direct advice and support to their members on how to align local development plans to the SDGs although this process is at an early stage. Here the main problems encountered were

inadequate knowledge or understanding of specific SDGs/SDG targets and indicators and their relevance to local plans, including by local mayors and political leaders; and insufficient staff expertise.

In addition to providing SDG awareness-raising and capacity-building, LGAs have worked with their members to share and disseminate good practices in localising SDGs; assist in the identification of specific local development targets against individual SDG targets; develop disaggregated local data; and secure external funding for this work, especially for pilot programmes in individual municipalities.

One LGA specifically stated that it had aligned some of its sub-structures/ working groups to SDG priorities (South Africa). There were however no examples of any ‘voluntary local review’ to the UN being undertaken by a specific municipality.

5.6. How can disaggregated local data be secured?

- **Work with national statistical agencies or, if necessary, independently to develop relevant disaggregated SDG data and indicators for local monitoring.**
- **Make use of existing tools such as the Reference Framework for Sustainable Cities (RFSC).**
- **Collaborate with UCLG and its GOLD programme to develop baseline disaggregated local data.**

In all countries, there is an absence of disaggregated local data or indicators to deploy for measurement and monitoring of SDG targets. This is being addressed by the responsible national statistical authority in several countries. For example, in one case a detailed SDG Indicator Baseline Report has been produced which aligns each SDG to the annual (2018) budget and also makes the link to the national medium-term programme (2017-2024) (Ghana). In addition, some LGAs are producing their own locally-generated data for use in SDG alignment (Philippines, Rwanda, South Africa).

5.7. How can LGAs influence the VNR Process?

- **Raise with the central government SDG focal point the recommendations set out in the 2018 UN Handbook on preparation of VNRs regarding (1) development of a stakeholder plan and consultation; (2) the suggestions that the VNR should address how local and sub-national government is engaged in the implementation of the 2030 Agenda; (3) what actions have local government actions have taken place to implement the SDGs; and (4) what actions have been taken to ensure that all levels of government work together.**
- **Advocate for a special section on local government SDG action in the VNR with examples of specific activities, to be drafted and submitted by the LGA itself.**
- **Press for a place on the national delegation to the forthcoming HLPF at senior political level (at the level of LGA President or SDG political lead).**
- **Cooperate with the Global Task Force of Local and Regional Governments and other partners to input into the forthcoming and future UN HLPFs.**

A problem with the VNR process is its relatively complexity and remoteness from LGA decision-making processes at national or local level. Few LGAs are aware of the detailed procedures involved or indeed UN’s emphasis on multi-stakeholder reporting and the obligation for central government to engage local government as stipulated in the 2018 UN VNR Handbook. The extent to which LGAs are consulted and involved by their Governments is in part a function of their political relationship with central government and the degree of decentralisation that exists in the country concerned. However, it is also driven by the degree to which a LGA is pro-actively engaged in the VNR process. Latvia is a good example where a pro-active approach by LALRG at senior level ensured a separate VNR section on local government as well as various other specific references to its own work on SDG localisation. UMT and LCP are also being pro-active in respect of the 2019 VNR.

The LGAs in the three countries which had undergone a previous VNR process (Philippines and Ghana in 2016; Latvia in 2018) understandably had the best knowledge of VNR procedures and how these could be most effectively influenced. As indicated, LALRG had been able to ensure significant input into the 2018 Latvia VNR and both LCP and UMT are both confident that in 2019 they would be able

to significantly improve on the previous level of input to the 2016 VNRs, which they deemed to have been inadequate. Engagement with the VNR process is clearly best achieved where the LGA is directly represented on the central government SDG coordinating committees which have responsibility for overseeing the compiling of the VNR (Latvia, Philippines) and where there is an LGA political champion on SDGs (Philippines).

Elsewhere, there is currently less engagement with VNRs and the national SDG focal point. This may be a consequence of LGAs relating in the first instance to ministries of local government. At the same time, it is evident that the know-how and other support being provided by external partners for SDG localisation is making a positive contribution to LGA understanding of SDGs and the importance of engaging with SDG focal points and VNRs. There is clearly a case for external partners such as UCLG, PLATFORMA or CLGF providing such advice and practical guidance (which is also one of the purposes of this study).

5.8. How should LGAs follow-up on VNRs?

- **Safeguard follow-up engagement on SDGs with central government in line with the 2018 UN VNR Handbook recommendation asking on how it is planned to keep the Goals under review at the national and sub-national levels, including dissemination of reviews and their findings.**
- **Consider where applicable, to integrate SDG implementation into LGA international programmes including peer-to-peer learning and municipal partnership exchanges/decentralised cooperation.**
- **Encourage members and especially individual cities to develop and submit ‘Local Voluntary Reviews’ directly to the UN.**

All three LGAs which had been engaged in earlier VNRs were, to varying degrees, involved in active follow-up activities in terms of on-going SDG advocacy and other activities. In the case of those involved in a further VNR in 2019, they are actively preparing for this with a view to ensuring an enhanced input (Philippines, Turkey). Others are taking a multi-stakeholder approach, cooperating with CSOs and other partners (Latvia). Those LGAs which will be involved in a VNR for the first time, will need to give consideration to how they can be engaged in the subsequent dissemination of the VNR and follow-up action, especially through multi-stakeholder institutional mechanisms. LGA involvement in international programmes including peer reviews and decentralised cooperation can facilitate follow-up work. While to date none of the LGAs or their members provided evidence of a formal ‘Local Voluntary Review’ to the UN, this is something which should be pursued.

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APPENDIX 1 – Questionnaire

The following questionnaire was sent out and returned completed by the LGAs in the six countries surveyed:

UCLG (CIB) STUDY ON SUSTAINABLE DEVELOPMENT GOALS AND LOCAL GOVERNMENT ASSOCIATIONS: QUESTIONNAIRE

This questionnaire will form the basis of scheduled interviews by Skype or WhatsApp; it would however be helpful if the questionnaire and in particular the attached annex, could also be completed and returned to drcarlwright@gmail.com

Organisation:

Completed by (Name/title):

Date:

I. NATIONAL SDG STRATEGIES

With regard to the 2030 Agenda for Sustainable Development and the SDGs (and also, as appropriate, the Paris Agreement on Climate Change, the New Urban Agenda and the Sendai Framework for Disaster Risk Prevention):

1. Has your country integrated the SDGs in their development plans or adopted a special national strategy for the achievement of the SDGs, or is currently in the process of doing this?
2. If yes, do these strategies consider the role of local government in their implementation and if so, what initiatives are envisaged to allow such engagement of local government in SDG implementation?

II. LOCALISATION OF SDGS

With regard to the 2030 Agenda for Sustainable Development and the SDGs (and also, as appropriate, the Paris Agreement on Climate Change, the New Urban Agenda and the Sendai Framework for Disaster Risk Prevention), has your organisation:

1. Adopted specific policy statements/papers/roadmaps on SDG implementation and undertaken political advocacy work/campaigns to take these forward?
2. Designated a particular department/officer to undertake work on SDGs?
3. Supported your members in encouraging alignment of local development plans with SDG targets (e.g. at city or district level)/ having ‘voluntary local reviews (VLRs)’?
4. Engaged with your Government on SDG-related issues e.g. coordination of SDG policy, in relating Goals/ targets to national plans/strategy or monitoring SDGs?
5. Worked with other stakeholders in respect of SDG implementation e.g. civil society?
6. Allocated or secured resources for the above activities/special SDG projects?
7. Collaborated with international partners to implement localisation of SDGs (UNDP, EU, UCLG, CLGF etc)?
8. Encountered specific problems in any of the above including having the necessary dialogue/local disaggregated data/staff capacity/expertise/finances (please specify)?
9. Information regarding specific actions being undertaken by your members/individual local governments to support the SDGs (or the other global agendas) in the areas mentioned above such as SDG awareness raising or alignment of local plans with the SDGs? *If so, kindly complete, if possible, the attached annex and table.*

III. NATIONAL VOLUNTARY REVIEW 2019

With regard to the 2019 Voluntary National Review of SDGs, has your organisation:

1. Been informed of/been in contact with any designated national focal point /national coordinating mechanism on SDG implementation set up by your Government?
2. Been informed by your Government of the forthcoming 2019 VNR and its envisaged format and content, including the special focus on SDGs 4 (quality education), 8 (decent work and economic growth), 10 (reduced inequalities), 13 (climate action), 16 (peace, justice and strong institutions) and 17 (partnerships for the Goals)?
3. Been consulted by the Government on ways in which you could input into the 2019 VNR, drawing on examples from your and your members' work on localising SDGs?
4. Taken part in any wider stakeholder forum on the 2019 VNR e.g. with civil society?
5. Plans for submitting a section of the 2019 VNR on action at sub-national/local government level, including reporting on progress on goals and targets (notably SDGs 11 and 4, 8, 10, 13, 16 and 17), drawing on any VLRs done (please provide details)?
6. Been invited to join the national delegation to attend the presentation of the 2019 VNR to the UN High Level Political Forum in New York?
7. Encountered specific problems in any of the above including having the necessary dialogue/local disaggregated data/staff capacity/expertise/finances (please specify)?

IV. NATIONAL VOLUNTARY REVIEW (2016-Philippines, Turkey; 2018-Latvia ONLY)

With regard to the 2016/2018 Voluntary National Review of SDGs, was your organisation:

8. Informed of/ in contact with any designated national focal point /national. coordinating mechanism on SDG implementation set up by your Government?
9. Informed by your Government of the previous VNR and its envisaged format and content?
10. Consulted by the Government on ways in which you could input into the previous VNR, drawing on examples from your and your members' work on localising SDGs?
11. Involved in any wider stakeholder forum on the previous VNR e.g. with civil society?
12. Able to submit a section of previous VNR on action at sub-national/local government level, including reporting on progress on goals and targets (please provide details)?
13. Able to join the national delegation to attend the presentation of the 2016/2018 VNR to the UN High Level Political Forum in New York?
14. Encountering specific problems in any of the above including having the necessary dialogue/local disaggregated data/staff capacity/expertise/finances (please specify)?

In addition, a short annex on good practices collection, aimed at securing examples of actions undertaken by individual local governments was also sent out.

APPENDIX 2 - Interviews held

The following interviews were held by Skype/WhatsApp:

| | |
|---------------------------|--|
| Ghana/NALAG | Sheriff Amarh, Head of Research, (asheriham@gmail.com) |
| Latvia/LALRG | Agita Kaupuza, Adviser to the Chairman on EU Issues (LALRG Brussels office)(Agita.Kaupuz@lps.lv) |
| Philippines/LCP | Ma. Veronica Hitois, Deputy Executive (veronica.hitois@gmail.com) Director for Policy, Programs and Projects Solei Manzano, Program Officer (semanzano@lcp@gmail.com) |
| Rwanda/RALGA | Jean Bosco Rushingabiwi, Policy Analysis & Research Unit Manager (jbrushingabigwi@ralga.rw) Ladislav Ngendahimana, Secretary-General(ngendahimana@ralga.rw) |
| Turkey/UMT | Cemal Bas, Head, Department of Projects and Financing (cemal.bas@tbb.gov.tr) |
| South Africa/SALGA | Seana Nkhale, Executive Director for Economic Development and Planning (snkhahle@salga.org.za) |
| CLGF | Claire Frost, Programme Manager (Claire.frost@clgf.org.uk) (additional advice was also provided by Nyasha Simbanagevi (Regional Programme Manager, Pretoria)(nyasha.simbanagevi@clgf.org.uk) and Joyce Ekuful (Regional Programme Officer, Accra)(joyce.ekuful@clgf.org.uk) |
| PLATFORMA/CEMR | Pedro Bizarro, Project Officer - Reference Framework for Sustainable Cities (RFSC)(pedro.bizarro@cce-cemr.org) Adrien Licha, Exchange Support Officer – PLATFORMA (adrien.lich@cce-cemr.org) Lisa Bardot, Project assistant – PLATFORMA (lisa.bardot@cce-cemr.org) |
| UCLG | Edgardo Bilsky, Director of Research, Global Observatory on Local Democracy and Decentralization (GOLD), United Cities and Local Governments (e.bilsky@uclg.org) Andrea Ciambra, Research Officer, Global Observatory on Local Democracy and Decentralization (GOLD), United Cities and Local Governments (a.ciambra@uclg.org) Raphael Sedlitzky, Project Officer, UCLG Learning, United Cities and Local Governments (r.sedlitzky@uclg.org) |

APPENDIX 3 - Findings from Interviews (Overview)

| LGA | Institutional Arrangements (within LGA) | Advocacy within National Policy/Focal Point | Awareness-raising/capacity-building | Promotion of SDG Alignment | Disaggregated Local data | Financial Resources (required) | Past VNR inputs | VNR Follow-up/2019 VNR |
|--------------|--|--|--|---|---|-------------------------------------|--|--------------------------------------|
| NALAG | XX Policy/research | X NDPC | XX Staff/executive members | X District Assembly Plans | X Stat. Service | XXX CLGF | | X 2019 Aware |
| LALRG | XX International | XXX CSCC (PMs Office) | XX Staff/executive Members Civic/schools | X Municipal Territorial Development Plan | X Central Stat. Centre | XX PLATFORMA | XXX (2018) On SDG committee LG section | XX Working with CSOs |
| LCP | XXX Policy/research Lead Mayor on SDGs | XXX NEDA | XXX Staff/executive members | XXX Comprehensive Development Plan | XXX Stat. Authority & LCP data base | XX UCLG/ICLEI etc | X (2016) Consulted LG section | XXX 2019 On SDG committee |
| RALGA | XX Policy/research | XX Min Finance & Economic Planning | XX Staff/executive Members | XX District Development Strategies | XX National Institute Stat. & RALGA factsheets | XXX CLGF GIZ | | X 2019 Engaging |
| SALGA | XX Economic Planning & Development | XX Dep. Planning Monitoring & Evaluation (Presidency) | XX Staff/executive Members | X Integrated Development Plans | XX STATS-AS SALGA municipal barometer | X UNDP | | XX 2019 On STATS-SA working group |
| UMT | XX Policy research/ international | XX NSPC (Presidency) | XX Staff/executive Members | X Municipal Land Development Plan | X TURK-STAT | X UMT International Programme | XX (2016) Limited input | XX 2019 Actively engaged |

This table was based on a study which aimed to provide an in-depth insight into the involvement of Local Government Associations (LGAs) in the implementation of the Sustainable Development Goals (SDGs) with focus on national reporting efforts to the UN ECOSOC High Level Political Forum (HLPF) as set out through the Voluntary National Reviews (VNRs) submitted by national governments. The table identifies problems LGAs experience when localising SDGs and engaging in the national VNR reporting process. It shows what LGAs can learn from each other, and identifies a number of policy recommendations, notably in respect of engaging with the forthcoming 2019 VNR and its follow-up.

The methodology deployed for the study (and table) entailed desk-based review of key policy papers and reports, primarily in relation to SDG localisation and VNR reporting since 2015. It further involved in-depth examination of six country experiences by research/questionnaire and interview of key LGA policy makers, looking at both past VNR reporting (Philippines, Turkey 2016 and Latvia 2018) and plans for the 2019 VNR reporting process (Ghana, Rwanda, South Africa, as well as Philippines and Turkey). This was followed-up by individual interviews with key LGA officials responsible for SDG implementation in each country; a number of international local and regional government organisations (UCLG, CLGF, PLATFORMA) were also interviewed.

The findings in the table were drawn from the interviews held with the respective LGAs (NALAG, LALRG, LCP, RALGA, SALGA and UMT) and the eight areas/issues chosen, derive from the questionnaire which had been designed as a framework for interviews. The choice of the eight issues was influenced by prior investigation/research regarding localisation and the VNR process, drawn from a wide range of sources (UN, UCLG, PLATFORMA etc). Thus the issues regarding advocacy/awareness-raising and capacity-building/promotion of SDG alignment (among LGA members)/disaggregated local data had been identified as important issues in an earlier UCLG policy paper (United Cities and Local Governments. (2016). Roadmap for Localising the SDGs: Implementation and Monitoring at Subnational Level. *Barcelona: UCLG*: https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf).

The overview shows that all LGAs have made institutional arrangements within their organisations for dealing with SDGs, with responsibility normally assigned to the policy/research departments; one had also designated a ‘lead mayor’ on SDGs. All were involved in advocacy on SDGs in relation to the national policy (usually reflected in national medium-term development plans) and designated national SDG focal points (located either within specific ministries or under the office of the President/Prime Minister). Again, all LGAs had been involved in SDG awareness raising and capacity-building for their staff, executives and members; one LGA was also involved in civic education on SDGs with schools. The extent of LGA promotion of SDG alignment in support of members (e.g. through the alignment of local district development plan targets to SDG targets) was generally less advanced; in a few of instances there was a legal obligation on local councils to incorporate such SDG targets into their local plans. In most cases there was a lack of disaggregated local data/indicators against which to measure SDG targets; some LGAs were addressing this by compiling their own statistical data but in a majority of instances, the national statistical authority had responsibility. While many LGAs were deploying own financial resources for basic work on SDGs such as advocacy, all without exception stressed the need for additional resources and support, either from central government or more often from external partners/agencies (including UCLG, PLATFORMA, CLGF, ICLEI etc).

Regarding the VNR process, those LGAs which had been involved at an early stage (2016) felt they had had limited impact but were confident they would be better engaged in the 2019 report; in one case there had already been very effective engagement (2018). LGAs which had hitherto not engaged but were faced with a VNR process for the first time in 2019 were, in differing degrees, actively preparing for this process, so as to ensure their respective national reports had due reference to the process of SDG localisation and their work. In this respect it was noted that the 2018 UN Handbook *The ‘Handbook for the Preparation of Voluntary National Reviews’* published by the UN Department of Economic and Social Affairs in October 2018 provides practical advice on the reporting

format and processes and includes the UN Secretary-General's voluntary common reporting guidelines for VNRs. Among the recommendations made is to 'develop a stakeholder engagement plan', also at 'all levels of government', including designation of a focal point for liaison with stakeholders. It therefore explicitly addresses the role of local government and this should be of benefit to those LGAs preparing for inputs into the 2019 (and future) report.

APPENDIX 4 - Sustainable Development Goals (SDGs) mainstreamed in Districts Development Strategies (DDSs) as best way to localise them (RALGA REPORT)

The SDGs in brief

In September 2015, the United Nations General Assembly adopted the “Sustainable Development Goals (SDGs)”, also known as “Agenda 2030 for Sustainable Development”. The SDGs are a set of 17 goals aiming at ending extreme poverty, fighting inequality and injustice, and fixing climate change. The United Nations Statistical Commission’s Interagency and Expert Group on SDG Indicators (IAEG-SDGs) agreed on 230 individual indicators to monitor the 17 goals and 169 targets of the SDGs. Formed through extensive consultation with all levels of society, the SDGs are a comprehensive development plan to leave no person behind.

The SDGs in Rwanda: domestication phase

The Goals address targets for development that are relatable within every country in the world. Within this framework, the Government of Rwanda, in tandem with global ambitions, engaged in the process to set national targets to successfully achieve the SDGs. In this spirit, mechanisms were put in place to make sure all planning frameworks covering the 15 years life time of the Agenda 2030 are SDGs sensitive. They include the Vision 2050, the National Strategy for Transformation (NST1) as well as Sector Strategic Plans (SSPs) at national level.

The journey to localizing the SDGs in Rwanda: a multi-stakeholders’ partnership

In decentralized governance systems, Local Governments (LGs) play a key role in the implementation of national development plans. This is the reason why they are targeted by all actors involved in the implementation of the SDGs who understood that they cannot achieve them without local governments’ involvement. It is in this context that Rwanda Association of Local Government Authorities (RALGA) engaged in a partnership with the Commonwealth Local Government Forum (CLGF), for a pilot project aiming at contributing in the localization of SDGs in Rwanda, thanks to funding from the European Union.

Entitled “Strengthening Local Government’s Role as a Partner in Development”, the project’s goal is “To foster inter-governmental dialogue on how best the localization of the SDGs can be pursued in the Rwandan local government context”.

In other words, the project aims at making sure that the SDGs are mainstreamed in the planning tools at local level (Districts in the Rwandan context). Three Districts were identified as beneficiaries of the project, namely Bugesera District in the Eastern Province, Ruhango District in the Southern Province and Gicumbi District in the Northern Province.

In line with Goal 17 (Partnerships for the Goals), RALGA engaged various stakeholders in charge of SDGs implementation. They include the Ministry of Finance and Economic Planning (MINECOFIN), the Ministry of Local Government (MINALOC), the National Institute of Statistics of Rwanda (NISR) as well as SDGs Center for Africa which is located in Kigali. The collaboration among these institutions allowed to share crucial information which paved the way to a clear and shared roadmap to the localization of the SDGs in Rwanda.

The engagement allowed among other things better understanding of the SDGs localization process and context in Rwanda, and most of all, ownership and commitment by stakeholders to share information and resources where possible for a harmonized SDGs localization process. As a result, it was agreed that the SDGs localization project will be implemented in the framework of the process to develop the District Development Strategies (DDSs) for the period 2017/2018-2023/2024. The decision was actually based on the fact that the DDSs had to include SDGs as one of the cross-cutting components of the DDSs.

Particular engagement with local leaders and staff on the SDGs

Though Rwanda has already embarked on the SDGs domestication process at national level and awareness campaigns have already started, it was clear that most of local leaders and staff had limited information on the process, yet they were instrumental for their implementation. In collaboration with MINALOC, MINECOFIN and the SDGs Center for Africa, RALGA organized various activities to sensitize local leaders and staff on the importance of localizing the SDGs.

They include a high level multi-stakeholders dialogue on localizing the SDGs which brought together 275 local government top leaders and staff. They included District Councils top leadership (Chairpersons, Deputy Chairpersons, Councils Secretaries and Heads of Councils' Commissions), District Executive Committee members (Mayors and their 2 vice-Mayors) as well as the districts' top technicians (District Executive Secretaries and District Corporate Services Division Managers).

In addition to the awareness increasing aspect of the project, the Ministry of Finance and Economic Planning in partnership with the Ministry of Local Government and RALGA organized a training workshop on the DDSs development process. The training workshop was meant for District Directors of Planning and the consultants who were to assist the Districts to develop their DDSs. RALGA was particularly tasked to make sure that all participants understand the SDGs, their importance and the best ways of localizing them.

DDSs elaboration: a highly consultative process coupled with quality assurance

During the District Development Strategies (DDSs) elaboration process, mechanisms were put in place to insure their ownership by both the technicians and the elected leaders at district level, but also to insure their quality. After their development by the districts' Directors of Planning assisted by consultants, the draft DDSs were presented to the District Councils before being checked by quality assurance teams at province and national levels.

The quality assurance teams' role was to mainly assure that the DDSs were realistic, reflected the opportunities available in the districts as a way of promoting Local Economic Development (LED), aligned to national planning instruments such as the Sector Strategy Plans (SSPs), the National Strategy for Transformation (NST1) or catered for the cross cutting components such as the SDGs, gender, greening, etc.

Implementation of the SDGs to be monitored both at local and national levels

With the purpose of monitoring the achievements of countries in the implementation of the globally agreed on goals, a Voluntary National Review mechanism has been put in place by the UN. Rwanda is part of the mechanism. In addition, a fact sheet template to allow the monitoring of SDGs implementation in the DDSs has been developed under the SDGs localization project. Upon approval by all stakeholders, it will help the districts to regularly monitor their achievements in terms of SDGs implementation.

PILOT PROJECT: Localizing the SDGs (2016 -2018) in Rwanda (LoSDGS-Rwanda)

ACTION PLAN and RESULTS FRAMEWORK

| | |
|--|--|
| Country | Rwanda |
| Implementing LG Association | Rwanda Association of Local Government Authorities (RALGA) |
| Reporting Responsibility²² | Name: Jean Bosco RUSHINGABIGWI Designation: Policy Analysis and Research Unit Manager Email Address: jbrushingabigwi@ralga.rw Telephone Contact: +250 788309477 |
| Project Start Date | 1st December 2016 |
| Project End Date | 30th November 2017 |
| Project Goal | To foster inter-governmental dialogue on how best the localisation of the SDGs can be pursued in the Rwandan local government context. |

| Project Outputs, Indicators, Baselines and Targets | Key Activities/Indicative Tasks | Who is Responsible for Activity / Task | Timeframe |
|---|--|---|-------------------|
| <i>Outcome 1:</i> | 1. Organize a high level multi-stakeholder's dialogue over SDGs localisation at national level | Assistant Project Coordinator | March 2017 |

²² Please note that the reporting responsibility is subject to change depending on internal arrangements. Should this change occur, all necessary measures will be taken to inform the CLGF.

SDGs are effectively adapted to pilot Districts' realities, needs, priorities and aspirations and mainstreamed into their own (short and mid-term) development plans by 2017.

Output 1.1:

Increased multi-stakeholder's awareness about the importance of localizing the SDGs.

Key Indicator 1:

Number of high ranking officials from central government institutions (ministries and affiliated agencies) who turned up for the policy dialogue.

Baseline: 0

Target: 10

Key Indicator 2:

Number of high ranking officials from donor community who turned up for the policy dialogue.

Baseline: 0

Target: 10

Key Indicator 3:

Number of high ranking officials from development partners (local and international NGOs & Private Sector) who turned up for the policy dialogue.

Baseline: 0

2. Organize a consultative workshop of City of Kigali and Districts' Directors of Planning over SDGs Localization & Oversight

Assistant Project Coordinator

February 2017

| | | | |
|--|--|---|--|
| <p>Target: 20</p> <p>Key Indicator 4:</p> <p>Number of high ranking officials from districts/City of Kigali who turned up for the policy dialogue.</p> <p>Baseline: 0</p> <p>Target: 20</p> | | | |
| <p>Output 1.2:</p> <p>The endorsement of a shared roadmap for the SDGs localization is advocated.</p> <p>Key Indicators:</p> <p>The proposed shared roadmap for SDGs localisation is endorsed by competent authorities by January 2017</p> <p>Baseline: 0</p> <p>Target: 1</p> | <ol style="list-style-type: none"> 1. Devise a clear and realistic roadmap for the localization of the SDGs 2. Advocate for the endorsement, by competent authorities, of a shared roadmap for SDGs localization | <p>Assistant Project Coordinator</p> <p>Assistant Project Coordinator</p> | <p>Jan-Feb 2017</p> <p>Jan –Feb 2017</p> |
| <p>Output 1.3:</p> <p>Initial conditions for SDGs localization in piloted Districts are known</p> <p>Key Indicator 1:</p> | <ol style="list-style-type: none"> 1. Assessing the level of integration of SDGs indicators into existing development plans of supported Districts 2. Produce simplified fact sheets of piloted Districts against the SDGs indicators/ targets 3. Art redesign and print of facts sheets | <p>Outsourced Consultants</p> <p>Outsourced Consultants</p> <p>Outsourced service provider/printery</p> | <p>Jan –Feb 2017</p> <p>March-Ap 2017</p> <p>Ap 2017</p> |

| | | | |
|---|---|--|--|
| <p>Number of SDGs' indicators fully, partially reflected or not reflected in the piloted Districts' DDPs, strategies & monitoring matrix are identified by Jan 2017</p> <p>Baseline: <i>Baseline values yet to be determined after the assessment</i></p> <p>Target: <i>To be determined after the assessment of indicators integration levels.</i></p> <p>Key Indicator 2:</p> <p>Number of simplified fact sheets of piloted Districts elaborated against the SDGs indicators/ targets</p> <p>Baseline: 0</p> <p>Target: 3</p> | | | |
| <p>Output 1.4:</p> <p>Pilot Districts are technically supported in the adaptation and mainstreaming of SDGS indicators and targets into their development plans.</p> <p>Key Indicator:</p> <p>Number of pilot Districts with SDGs sensitive DDPs by November 2017</p> <p>Baseline: 0</p> <p>Target: 3</p> | <ol style="list-style-type: none"> 1. Conduct multi-stakeholder's consultations towards SDGs sensitive DDPs in piloted Districts 2. Formulate SDGs sensitive development plans of the piloted Districts 3. Cater for perdiems of participants to Districts' consultations over SDGs localisation 4. Hire a vehicle for RALGA staff transportation in the field 5. Document the implementation process of the pilot project focussing on challenges faced, achievements and lessons learnt | <p>Outsourced Consultants</p> <p>Outsourced Consultants</p> <p>Assistant Project Coordinator</p> <p>RALGA Finances and Administration Unit</p> <p>Assistant Project Coordinator</p> | <p>May –June 2017</p> <p>June-July, 2017</p> <p>May-June, 2017</p> <p>May-August, 2017</p> <p>Jan –Dec 2017</p> |

| | | | |
|--|---|---|------------------------------|
| <p>Output 1.5:</p> <p>RALGA's Secretariat capacity to discharge its advocacy and capacity building mandate is strengthened.</p> <p>Key Indicators:</p> <p>Number of RALGA's technical and managerial capacity demands supported by CLGF by November 2017.</p> <p>Baseline: 0 Target: 2</p> | <p>1. Hire an Assistant Project Coordinator throughout the duration of the project</p> | <p>RALGA's Finance and Administration Unit</p> | <p>Jan-Dec, 2017</p> |
| | <p>2. Cater for overhead costs</p> | <p>CLGF</p> | <p>Jan - Dec 2017</p> |
| | <p>3. Allocations for in-field coordination mission</p> | <p>RALGA's Finance and Administration Unit</p> | <p>Jan - Dec 2017</p> |