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Agenda 2030 in my municipality



A handbook for practitioners for localizing the
Sustainable Development Goals (SDGs)



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Sustainable Development Goals (SDGs)

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1 This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Foreword

In 2015, UN member states adopted the 2030 Agenda for Sustainable Development and its Sustainable Development Goals and implementation principles, which represent the vision for the world that we should strive to become by 2030. These 17 goals with 169 targets cover a wide array of sectoral policies. Local and regional governments played an important role in influencing the definition of the SDGs, successfully campaigning for a stand-alone goal on Sustainable Cities and Human Settlements (SDG 11), and for international recognition of the pivotal role of local and regional government in sustainable development.

As the Sustainable Development Goals of the 2030 Agenda must be achieved at global, national and subnational levels, the success of this ambitious agenda is depen-

dent on the active involvement of every level of government and of a large variety of stakeholders. Multi-level approaches and multi-stakeholder-partnerships therefore will be the key factors for making our common world vision attainable by 2030. The global development agenda cannot be confined to the competence of central government alone. The framework of the Sustainable Development Goals with its universal definition of goals and targets has to be adapted to concrete situations and specific needs to create actual benefits for concrete people and their living conditions.

This process of taking into account subnational contexts in the achievement of the 2030 Agenda, is what we understand by “Localizing the SDGs”. Localization relates both to how the SDGs can provide a framework for local develop-

ment policy and to how local and regional governments can support the achievement of the SDGs through action from the bottom up. We at the Regional Project “Social Rights for Vulnerable Groups” are committed to work with our partner municipalities in supporting them so that the most vulnerable people’s living conditions can be improved. We are convinced that our partner municipalities are the administrative level closest to the local communities and can make a meaningful difference in their lives, in a timely manner and flexibly reacting to emerging and fast changing needs.

In this respect the capacities of municipal structures to implement the 2030 Agenda and monitor the achievement of SDGs on local level and the involvement of public, private and civil society

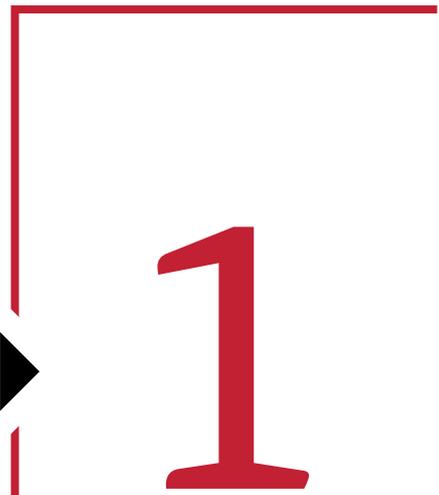
actors are crucial. This Handbook has been designed to serve exactly this purpose. To help practitioners at municipal level in improving their knowledge and strengthening their understanding of the relevance of the 2030 agenda and the SDGs at local level, to raise their capacities to become promoters of the SDGs and to be able to sensitize other stakeholders.

We deeply and sincerely believe that you will join in this endeavor and will find this Handbook useful and practical in your daily work.

Sincerely yours,

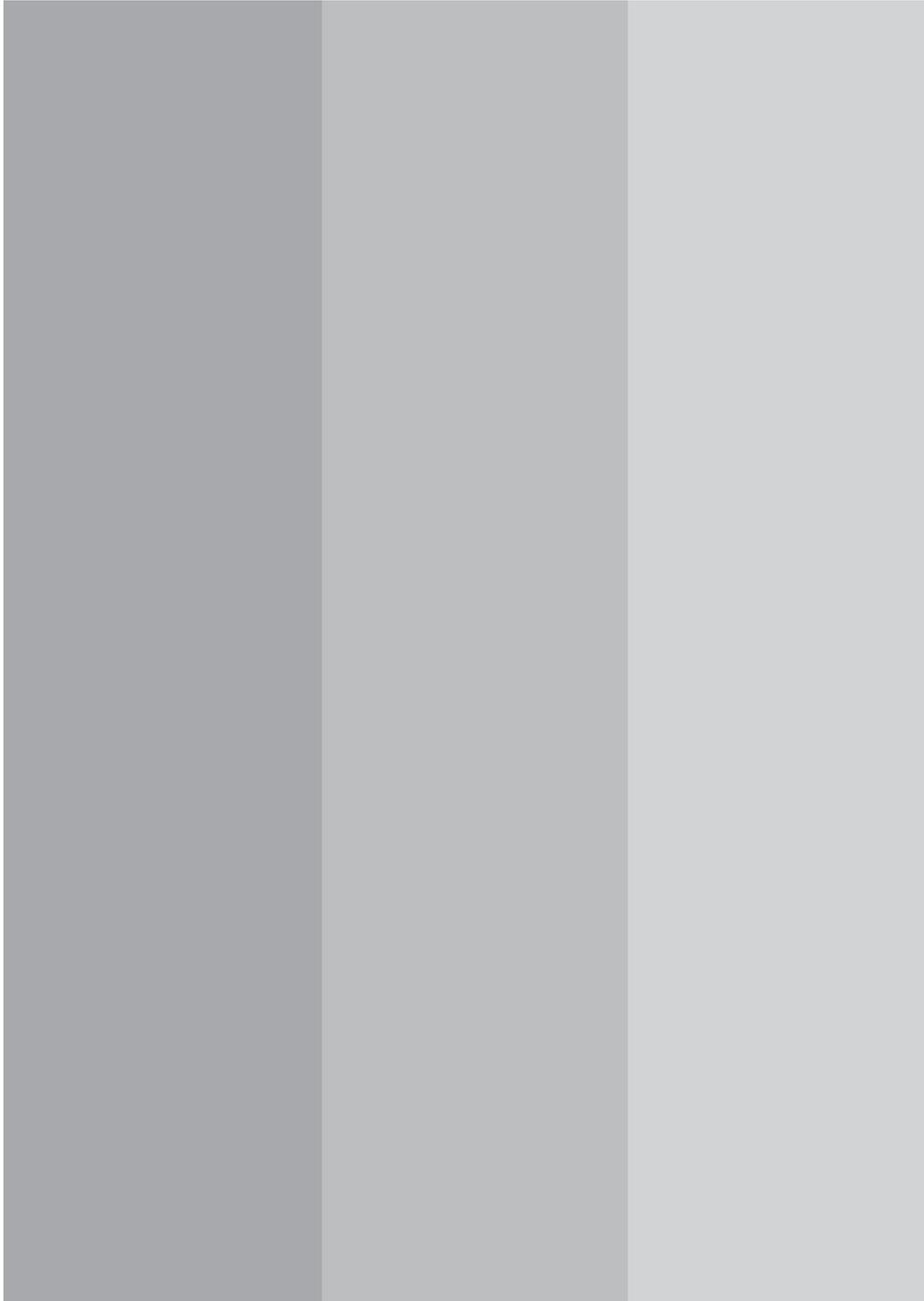


Michael Samec



1

**SDGs: All
you need
to know**



1 What are SDGs?



The Sustainable Development Goals are a universal call for action to end poverty, protect the planet and ensure that all people live in peace and prosperity.

In September 2015, the General Assembly of the United Nations adopted the 2030 Agenda for Sustainable Development. All UN Member States agreed on 17 **Sustainable Development Goals (SDGs)** to achieve peace and prosperity for all people and the planet by the year 2030. The SDGs are a universal set of goals, targets and indicators that UN member states have committed to use to frame both domestic and international development policies over the next 15 years. They build upon the progress of the Millennium Development Goals (MDGs), which were agreed upon by governments in 2001 and expired in 2015. While the MDGs focused

on reducing extreme poverty in all its forms, the SDGs pursue a broader agenda that encompasses the social, environmental and economic aspects of sustainable development, which is relevant for all countries worldwide.

The SDGs address critical issues facing the world today, including the eradication of extreme poverty, tackling global inequality and climate change, promoting sustainable urbanization and industrial development, protecting natural ecosystems, and fostering the growth of peaceful and inclusive communities and governing institutions.



SUSTAINABLE DEVELOPMENT GOALS



Source: United Nations

The Sustainable Development Goals unite a number of international agreements (on climate change, poverty reduction etc.). They work in the spirit of partnership and pragmatism on all levels of government and society to make the right decisions for improving life for current and future generations in a sustainable way. The SDGs provide guidelines and targets for all

countries, who can adopt them in accordance with their own priorities and environmental challenges. The Agenda 2030 consists of three dimensions of sustainable development – economic, social and environmental – are addressed through 17 Sustainable Development Goals and 169 targets, which are measured by 231 indicators.

Why do we need SDGs?

Poverty and lacking access to basic health care service, insufficient educational opportunities, societal and gender inequalities, population growth and urbanization, pollution and climate change – all these issues affect the whole world. The SDGs are a unique instrument to commonly address these global challenges. This is a complex task and requires cooperation efforts not only between national governments, but also between and within local and regional authorities. The collaboration with stakeholders from the private and civic sector is of highest importance. By setting 17 clear and measurable goals, the Agenda 2030 provides a roadmap for the year 2030 which we all share together: governments, citizens, businesses, NGOs.

One significant factor of the Agenda 2030 is that it puts people in the centre of the development process. It calls upon governments, parliaments and other stakeholders to draft and enact laws and programmes that meet the people's needs, end the culture of political elitism, include the most vulnerable in society and respect human rights. In brief the core message is: **leave no one behind**.



Source: Action for Sustainable Development

2 Who is responsible for implementing the SDGs?

The implementation of Agenda 2030 is not the responsibility of one sole government or institution alone. It is a global multi-stakeholder process and all levels of government are responsible for the achievement of the SDGs. However, national governments have the means and resources to plan, prioritize, finance and enforce how the SDGs can be achieved in their country. On an international level, national SDG achievement is being monitored, with data being published annually in the form of a global ranking.

An important principle regarding the question of responsibility is subsidiarity. Ideally, prob-

lems should be solved nearest to the people as possible. On a regional and municipal level, activities should be based on capacity building of local actors, the establishment of strategic frameworks for sustainable development, setting of political and legal frameworks of operation as well as ensuring an “all levels of government approach”. Existing human resources in various institutions shall be bonded together to raise awareness and implement the Agenda 2030. This needs the mobilization of all actors in society, to ensure a wider social engagement with the aim to improve the quality of life for all citizens.

3 SDGs at a glance – the 17 goals

The Agenda 2030 consists of 17 Sustainable Development Goals and 169 targets, which are measured by 231 indicators. The following table gives an overview of the SDGs and their concrete objectives.

For detailed information about the SDGs in different languages, visit the following web pages:

English²



Serbian³



Bosnian⁴



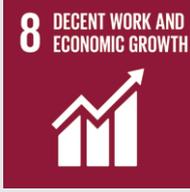
Macedonian⁵



Albanian⁶



- 2 <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- 3 <http://www.rs.undp.org/content/serbia/sr/home/sustainable-development-goals.html>
- 4 http://www.ba.undp.org/content/bosnia_and_herzegovina/bs/home/post-2015.html
- 5 https://mk.rec.org/documents/news/Annex_II-b_-_Sustainable_Development_Goals_MKD.pdf
- 6 <http://acpd.org.al/wp-content/uploads/2015/09/Objektivat-e-Zhvillimit-te-Qendrueshem.pdf>

SDG	Description of goals	SDG	Description of goals
 <p>1 NO POVERTY</p>	Raising the incomes of the poorest, but also ensuring access to basic services, and protecting everyone from human-caused and natural disasters	 <p>5 GENDER EQUALITY</p>	Ending violence and discrimination against women and girls and making sure they have equal opportunities in all areas of life
 <p>2 ZERO HUNGER</p>	Making sure that everyone can enjoy a safe, nutritious diet, all year round	 <p>6 CLEAN WATER AND SANITATION</p>	Making sure everyone has access to clean drinking water and toilet facilities
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Helping people to live long and healthy lives	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	Making sure everyone has access to green energy
 <p>4 QUALITY EDUCATION</p>	Enabling everyone to study, learn, and fulfil their full potential	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Creating decent jobs and economic opportunities for everyone

SDG	Description of goals	SDG	Description of goals
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Making sure everyone has the infrastructure they need to connect to the rest of the world	 <p>14 LIFE BELOW WATER</p>	Protecting our coasts and oceans
 <p>10 REDUCED INEQUALITIES</p>	Reducing the gap between the richest and the poorest	 <p>15 LIFE ON LAND</p>	Protecting our natural resources and wildlife
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	Putting cities at the heart of sustainable development in an urbanizing world	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Keeping people safe and making sure that government works effectively and fairly
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Reducing our impact on the planet by only producing and consuming what we need	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	Working together at global level to achieve the SDGs and make the Post-2015 Agenda a reality
 <p>13 CLIMATE ACTION</p>	Dealing with the effects of global warming		

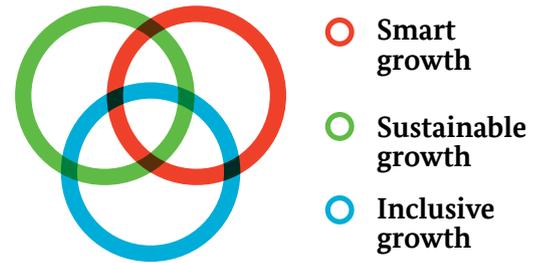
Table 1: Overview SDGs and their objectives

4 The EU accession and Agenda 2030

Through its enlargement process, the EU supports candidate countries to strengthen their institutions and to harmonize their policies with EU values and principles. The process of EU-accession comprises of 33 chapters related to the Acquis Communautaire (European Union Law). It is expected from candidate countries to incorporate EU values in their society through the development of a legal and political system as well as through building-up and strengthening of national institutions.

Unlike the EU accession process, the emphasis of Agenda 2030 is on people and a sustainable way of life. Even though the two policies may look incompatible, in reality they actually fit very well. Namely, sustainable development is the core of the Europe 2020 Strategy which is based on three pillars of growth, which mirror the three dimensions of sustainable development:

- ▶ **Smart growth** focus on fostering education and innovation
- ▶ **Sustainable growth** focus on low carbon emissions, tackling climate change and protecting the environment
- ▶ **Inclusive growth** focus on establishing new jobs and reducing poverty



Source: KDZ 2019

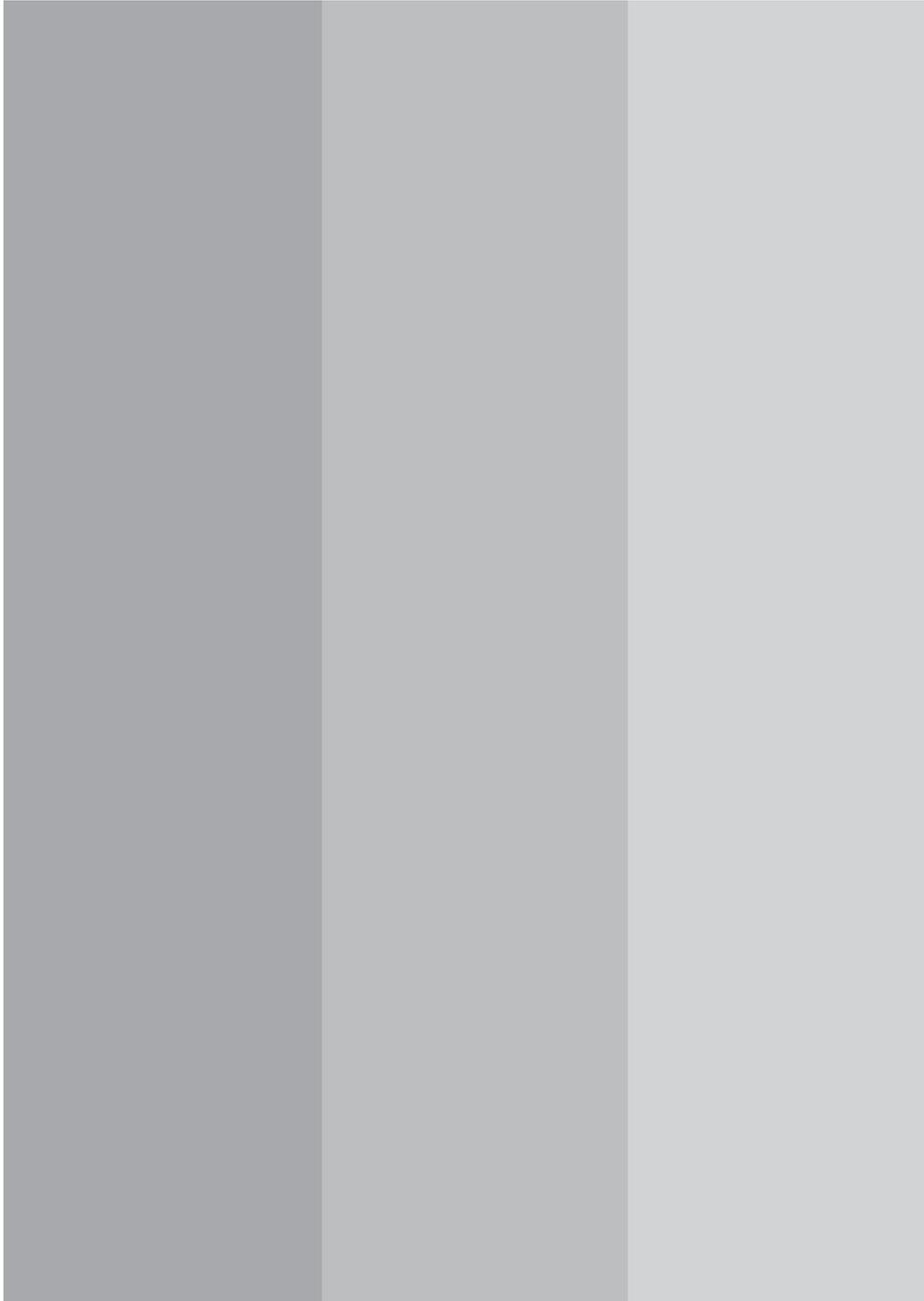
Due to the EU's dedication to sustainable development, the implementation of the Agenda 2030 and the EU accession produce synergy effects for both processes. A number of SDGs are related to the values and principles which candidate countries are trying to achieve through the accession process. As an example, SDG 16 – achieve peaceful and inclusive societies, rule of law, effective and capable institutions can easily be related to negotiation chapter 23 – judiciary and fundamental rights. Also, chapter 11 – agriculture and rural development relates to a few SDGs: SDG 2 – zero hunger, SDG 5 – gender equality, etc.

This shows that by achieving SDGs, candidate countries are at the same time fulfilling their commitment towards the EU accession, which is a strategic goal of all Western Balkan countries. Therefore, the implementation of the SDGs is supporting the EU integration process. For details on how certain SDGs relate to the EU Acquis chapters we refer to the annex.



2

**Impact of
SDGs in mu-
nicipalities**



1 How are municipalities affected by SDGs?

The Sustainable Development Goals enable a sustainable vision of urban development. This new vision ensures equal opportunities for all citizens, promotes a healthy living environment and is resilient to crises and climate changes. Municipalities are directly responsible for the implementation of a considerable number of tasks for the realization of the SDGs, in accordance with the commitments of the national governments. Around 65 percent of the Agenda 2030 goals could not be realized fully without the contributions of regional and local governments (about 70% of the EU Acquis is also implemented on the local level). Therefore, it is of highest importance that municipalities are not only implementers of the global or national SDG strategy. They should rather be partners in establishing and defining the SDG-policies and programmes, as well as in realising and monitoring the progress in the accomplishment of the SDGs.

The former UN Secretary General Ban Ki-moon stressed that the Sustainable Development Goals are “the People’s Agenda”. Local governments, as the level closest to the citizens, bear a great share of the responsibility to ensure that the SDGs do not exclude any person or area. Therefore, potential added values for municipalities are:

- ▶ The SDGs help increase prosperity, promote social inclusion, respond to climate changes and improve environmental sustainability in the municipality. A better life for citizens should be the main impact of the Agenda 2030.
- ▶ The SDGs present a practical and useful agenda for political and administrative leaders in municipalities.
- ▶ With the SDGs, municipal strategies can be evaluated and further developed based on global goals, indicators and challenges. In this process, potential blind spots in the local strategy might be discovered.
- ▶ A new culture of partnership between municipal administration, elected officials, stakeholders and citizens can be established to deal with global and local challenges.
- ▶ The municipality will gain new partners and increase its international network. Also new opportunities for the funding of municipal activities are connected with SDGs.
- ▶ **All in all, working with SDGs makes the municipality a more attractive place to live, to invest and to start new businesses. The image of the municipality will improve.**

As it has been clearly recognized by prominent and highly positioned state representatives at the High-Level Panel of eminent persons on the Post-2015 Development Agenda:

”

Cities are where the battle for sustainable development will be won or lost

2 SDG-relevant municipal tasks and activities

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Tasks and responsibilities of local governments are different in various countries. However, there are some tasks which are characteristic for almost any local level, especially in the Western Balkan region, such as: spatial planning, social welfare, maintenance of local roads, public transport, and management of waste, water and sanitation. Implementation of these tasks can contribute to the achievement of SDG targets, even if it is not visible at first sight. That puts local governments in the role of key players in the process of achieving SDGs. It does not require additional effort besides alignment of policies and procedures which are already in place as well as appropriate monitoring and reporting of results.

For example SDG 3 – ensuring healthy lives and promoting wellbeing for all at all ages –

shows the importance of local governments for the implementation of the SDGs. Although health care in a particular country might not be the competence of local governments, they still have to contribute to the healthy lives of their citizens in many other ways within their competencies. For example by providing clean water and sanitation, by introducing public transport which will reduce air pollution or by making local roads safer. This kind of connection with local competencies can easily be made for any SDG which, again, makes local governments main mediators of sustainable development. Therefore, without any doubt there is a local dimension in every SDG.

3 #LOCALIZING SDGs – basic steps for implementing Agenda 2030

Localization of SDGs means that each local community needs to adjust SDGs to their context and to consider how SDGs can be achieved through implementation of common local tasks and responsibilities. Localizing SDGs is in fact the most important paradigm shift in the Agenda 2030 in comparison with the MDGs, which failed to deliver the expected results mainly due to its top down approach.

It is up to each country and their municipalities to decide how they will implement the SDGs and which processes will be adequate to achieve results. The key steps to the successful start of the localization of Agenda 2030 and the SDGs in municipalities are:

This handbook focuses on the first two steps of the implementation cycle, namely awareness-raising and establishing a local SDG agenda. These chapters also contain practical tools and real-life examples to be used as inspirations.

Step 1 Raising awareness for SDGs:

Awareness-raising means, that all stakeholders must understand the SDGs and engage in a broad-based dialogue that is participatory and inclusive. A successful implementation needs public support and engagement as well as a long-term commitment.

Step 2 Establishing a local SDG agenda:

Local authorities along with representatives from the civil and private sector should prioritize the global goals and targets for their local context. The prioritized SDGs should then be integrated into existing local strategies and concrete next steps in the form of an action plan should be defined and communicated broadly.

Step 3 Planning the implementation of SDGs:

A goal based planning which takes a long-term perspective is needed. Policies must balance social, economic and environmental considerations and manage potential conflicts.

Step 4 Monitoring and evaluation:

Finally, to be able to track progress and ensure accountability, monitoring and evaluation frameworks should be in place. Only by reviewing programs and policies can one determine their impact and efficiency and adapt policies if needed.

#LOCALIZING SDGS

#LOKALIZACIJA CILJEVA ODRŽIVOG RAZVOJA

#ЛОКАЛИЗАЦИЈА ЦИЉЕВА ОДРЖИВОГ РАЗВОЈА

#LOKAZILIMI I OBJEKTIVAVE TË ZHVILLIMIT TË QËNDRUESHËM

#ЛОКАЛИЗАЦИЈА НА ЦЕЛИТЕ ЗА ОДРЖЛИВ РАЗВОЈ



3

**Raising
awareness
on SDGs**



1 The role of local governments

As local governments are closest to citizens, their local knowledge is invaluable for implementing the global goals in their communities. Not only are they able to identify the most urgent needs and development gaps in their area, but local authorities also have an overview of important stakeholders. Local governments can use their network to reach out to relevant actors in civil society and in the private sector. Combined with public resources a municipality or city can kick off a dialogue to make sure people learn and understand the SDGs and how seemingly impossible global challenges can be dealt with on a local level.

2 The steps of awareness raising

Possible partners

- ▶ Local councils
- ▶ Local media
- ▶ Trade unions
- ▶ Schools
- ▶ Universities
- ▶ Local businesses
- ▶ Utility companies
- ▶ Social services
- ▶ Public institutions
- ▶ Public companies
- ▶ Chamber of Commerce
- ▶ NGO sector
- ▶ Association of entrepreneurs

Box 2: Examples of partners

Step 1 Informing municipal staff and elected officials about SDGs



It is essential to begin with informing staff and elected officials about Agenda 2030. Not only must municipal employees and civil servants be aware of the value of localizing SDGs, but also believe in their added value for their community. Only then can they also authentically share their commitment and enthusiasm with citizens.

Step 2 Incorporating SDGs in municipal means of communication and informing the public



Following the information campaign within the organization, a municipality must also incorporate the dedication to the SDGs in various forms of external municipal communication. This can range from making information available on the municipal website, to printing SDG logos on municipal documents, to including links and references in e-mail signatures. Furthermore, the citizens have to be informed directly about Agenda 2030.

Step 3 Initiating a broad-based dialogue



The third step is to initiate a broad-based dialogue and be transparent in all actions. This ensures the engagement and participation of civil society, NGOs, local businesses, the academic community and other local partners. When all relevant representatives have an opportunity to contribute to an open discussion with their views, knowledge and experience of sustainable development according to local needs and priorities, the process gains legitimacy. This process should thus be interactive and use a transparent and inclusive dialogue approach.

Step 4 Establishing partner groups

The final step is the establishment of permanent partner groups in the municipality. Partner groups are composed of members from the private, public and civil sectors together with representatives of the municipal administration. The representatives of municipalities are appointed by the head of the administration or mayor while representatives of the non-public sector may be appointed by virtue of a public announcement.

Partner groups established in such a manner represent a good working environment for a participatory process of defining the strategic frameworks and activities at local community level in line with the needs of the citizens. A wide discussion within the framework of the partner groups enables the local community to make plans and take decisions in the interest of the community more transparently and realistically. An example of how to establish partner groups via formal agreements can be found in the annex.

This final step of awareness-raising also forms the basis for the next round in the SDG localization cycle presented in chapter IV “Establishing a local SDG agenda”.

Example Bijeljina:

Establishing partner groups on 3 pillars of sustainable development fo:
economic developmentsocial
development environmental
development

Box 3: Example Bijeljina

The benefits of the SDG awareness-raising process are:

- ▶ stimulating public participation in the implementation process
- ▶ providing political support for the Sustainable Development Agenda
- ▶ increasing policy coherence among stakeholders, which leads to reduction of barriers and conflicts in the implementation stage
- ▶ promoting convergence of the efforts of different actors and improvement of funding opportunities and technical capacities through partnerships
- ▶ ensuring the inclusion of marginalized groups and communities, enabling their participation in the development processes

Box 4: Benefits of SDG awareness-raising

3 Awareness raising tools

Promoting the Agenda 2030 and SDGs can be done in almost any occasion when local government is communicating internally or with the general public. One can use objects, pictograms, food, words, etc. The following section provides an overview of already tested tools for promotion of SDGs and Agenda 2030. Each tool relates to one or more steps necessary to raise awareness, which forms the basis for the next steps in the cycle of localizing SDGs. The proposed tools are categorized after the 4 steps of awareness-raising, depending on the step that they are most suitable for.⁷

All presented tools in this handbook are highly flexible. Depending on the chosen setting, the level of detail and the participants, any tool may be suitable for more than one step of the awareness raising process, as indicated by these four symbols:



The tools described in chapter IV focus on the details of deducing specific need for action on the local level. When simplified, these versatile tools could also be useful for some steps of the awareness raising process. For this reason, you will reencounter these four symbols in chapter IV.

⁷ Icons used in this chapter made by www.thenounproject.com

3.1 Step 1: Informing municipal staff and elected officials about SDGs



The first step is to inform and engage the people who will be directly pushing forward the process of localizing the SDGs. In order to support interdepartmental and non-partisan cooperation as a foundation for good quality local governance, it is important to make use of various communication channels.

Tools for internal communication

- ▶ **Information about SDGs (and kick-off-invitation) via periodic mailings, jours fixes or work meetings**

Information about the Agenda 2030 should be regularly communicated and employees should be kept up to date about municipal strategies, actions and progress on this topic.

- ▶ **Information about SDGs and the planned municipal approach in a special event**

A special event, ideally compulsory for all staff, with a presentation or workshop-like setting allows for a more in-depth discourse about the SDGs. Further steps can already be determined and working groups formed.



Source: KDZ 2018

3.2 Step 2: Incorporating SDGs in municipal means of communication and informing the public



With these simple changes in the municipal communication strategy, the ideas of SDGs can go a long way. Show your municipalities' commitment to the cause of sustainable development!

Tools for external communication

► Municipal SDG logo and use of icons



A municipal SDG logo can be used in many different ways such as part of memos in correspondence, indicated on municipality web site, presented in official premises, etc. Small but visible icon of particular SDGs can be added to any municipal document, showing the relationship of municipality's activities to the SDGs. It shows the municipality's dedication to achieve the SDGs and at the same time spreads information on SDGs.⁸

► Information about SDGs on municipality website

Information about SDGs can be added to the regular content of the website with basic information about origin and the purpose of SDGs as well as links to other websites which contain more detailed information.

► SDG email signatures



A small SDG banner can be added to every email sent by employees of the municipality.

⁸ Different variations of SDG logo (including colour wheel and 17 icons) can be downloaded in six languages for free on <https://www.un.org/sustainabledevelopment/news/communications-material/>



Source: City of Bijeljina

► SDG ambassadors or SDG voices

Municipalities can appoint prominent individuals as SDG ambassadors who will promote sustainable development and SDGs through their daily work, and participate in debates and alike. Besides that, respective and pro-active NGOs can be engaged to act as SDG voices who will take over spreading of information on SDGs (see short movie on SDG voices⁹).



Source: Weber / SDG Watch Austria ©

⁹ <https://www.sdg.be/nl/sdg-voices>

Tools for visualization and promotion

► Visualizing SDGs by creating and distributing material for everyday use



A municipality can raise awareness about SDGs by providing SDG merchandise to employees and partners such as **SDG badges**, window or laptop **stickers** or **bags** with SDG logos for everyday use. Local canteens / cafeterias can also use **SDG placemats** when serving meals. These measures aim to continuously attract attention of staff and the public.



Source: City of Bijeljina

► Visualizing SDGs on a larger scale

A further possibility is to use public space to show the municipalities commitment toward sustainable development. **SDG posters** can be printed in different sizes, one for each SDG or all on one poster. Another possibility is to make use of **SDG flags**. Simple colourful flags can be designed and presented in municipality premises, during festivals, on the streets and alike (see an example of a flag here¹⁰).

¹⁰ <https://shop.undp.org/products/sdgs-flag>



Source: United Nations BiH ©

► Making more detailed information available, findable and understandable



If employees, citizens, partners and other stakeholders want to know more about what SDGs are all about, more detailed information should be provided in a quick and easy way. For example a municipality can make use of **SDG cheat sheets**, which are short visual and textual presentation of SDGs providing basic information in a minute or two (cheat sheet in English can be downloaded for free here¹¹). Classic **leaflets** and other trivia about SDGs can be placed in almost any space in municipality premises: hallways, toilets, near coffee machines and alike. In times of audio-visual information sharing, a short **video on SDGs** in native language can be made with information about SDGs and the role of local authorities in its achievement. The video can be placed on social networks as well as presented on video screens in municipality premises (see example of a movie in English here¹²).

¹¹ <https://www.cheatography.com/davidpol/cheat-sheets/17-sustainable-development-goals/>

¹² <https://www.youtube.com/watch?v=6B2luZCuwec>

3.3 Step 3: Initiating a broad-based dialogue



A number of excellent ideas for SDG-related, stimulating events have already been implemented.

Actions and events to start dialogue

► SDGs at municipal events

For the third step, initiating a broad-based dialogue, it is essential to make citizens and partners talk about SDGs. Setting up stands at local events can help engage and interest the general public about the SDGs. Interest can be drawn by offering **games or quiz questions** to foster interaction.

Another possibility is to set up a box at any event location or municipal facility, a **“time capsule”** where citizens can store wishes, expectations and ideas about what the world will look like in 2030. This is an excellent awareness raising tool among educational institutions as well.

A further option is to set up a **photo exhibition**, where photos, videos and/or art of local people and initiatives telling their stories and how they contribute to the SDGs are presented.



United Nations BiH ©



United Nations BiH ©

► Workshops about SDGs



Workshops can be organized for municipal employees to improve their knowledge on SDGs or to exchange information how their regular work contributes to the achievement of SDGs. Not only can workshops be held internally, but can be expanded to include different stakeholders and partner groups. Depending on the organisation and agenda, workshops as a very flexible tool may be suitable for all steps of awareness raising. A few ideas on how to organize short workshops with the help of interactive tools can be found in the following sub-chapter.

3.4 Step 4:



Establishing partner groups

Interdisciplinary partner groups can be established in a public event or workshop-setting, the successful establishment of partner groups as well as their responsibilities and further steps should be announced publically. This final step of awareness-raising completes the first part of the cycle for SDG localization as presented in chapter II.3. The description of specific tools to deepen the work of the partner groups and specify possible actions can be found in chapter IV.3.

SDG Chat box



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Tool category:	Dialogue
Duration:	2 hours (depending on number of participants, one session takes a minimum of 30 min)
Possible participants:	any individual, from citizens to local stakeholders
Material needed:	SDG-related question cards, chairs, table, (printouts of goals and targets if needed for explanation)
Objective / results:	Start of broad-based dialogue
Developed by:	Municipality of Dilsen-Stokkem (Belgium)

Procedure:

Start with preparing a comfortable setting: a table with SDG-question cards, maybe some coffee or other drinks, chairs and a moderator. Two or more participants take a seat around the table. In order to enable dialogue between the participants, a maximum amount of 4 participants per session is recommended.

After an introduction, the moderator asks the participants SDG-related questions. These questions could cover general facts about the Agenda 2030 and the SDG, e.g. regarding their aims and sub-goals. They could also regard world affairs and global problems that stress

the importance of the SDG. Depending on the participants and the atmosphere, this tool could either be used as a mere quiz format or turned into a discussion format.

The main goal of the assignment is to get citizens and any other local stakeholders engaged in conversation and discussion about SDGs.

If time allows it, the discussion could be closed with a reflection on the participant's ideas and proposals for actions on a local level.



Soucre: Weber / SDG-Watch Austria ©

SDG Activate Talks



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Tool category:	Dialogue for engaging children and youth
Duration:	2 hours
Possible participants:	children, youth, (ideally young, relatable) local change-makers, knowingly or not working on the SDGs (innovators, entrepreneurs, activists...)
Material needed:	SDG-printouts of goals and targets, chairs, all available information material suitable for children and youth
Objective / results:	Start of broad-based dialogue
Developed by:	Agenda 2030 Team, UNICEF Public Partnerships Division

Procedure:

Prepare a comfortable, laid-back panel-setting and chairs. The target audience are older children and youth, that have never been confronted with the SDG before or only have a vague idea about the UN Agenda 2030. A representative of the local government or administration gives short introductory remarks about the SDG targeted and provides some context as to how young people can contribute to the SDG and what the Activate talk aims to achieve (depending on the speakers, focus on a few SDG. Implementation will be simplified, if it is a thematic event with focus on a group of SDGs).

Main part of the event is a moderated panel-style discussion with 4-5 “change maker”-speakers. They introduce themselves and their work for one minute. The speakers should finish with a comment on whether they knew about the SDG before the event and how their work relates to specific SDG. The short introductions are followed by a discussion/Q&A with the audience. The moderator has to actively engage the audience. Questions could, for example, regard whether the audience has heard of the SDG before, which of their daily actions affects the discussed SDG and how or how could the actively participate in promoting the SDG.

Finally, the results should be summed up by the moderator. Information material on the SDG and other SDG items such as badges or quiz cards are handed out to the participants. For more detailed information on how to organize an activate talk, look here¹³.



¹³ https://www.unicef.org/agenda2030/files/SDGActivateTalkMethodology_LocalYoungChangeMakers_final_v2.pdf

4 Examples from Western Balkan

4.1 Bijeljina (Bosnia and Herzegovina)

City of Bijeljina promotes and localizes Agenda 2030 and SDGs

Basic information

Initiators: City of Bijeljina

Contact details:
Ankica Todorović (ankica.todorovic@gradbijeljina.org) and
Mile Pejić (mile.pejic@gradbijeljina.org)

Time frame: 2017-2018

Stakeholders involved:
Bijeljina City Administration

Focus (SDGs targeted):
All 17 SDGs

Short description:

The City of Bijeljina decided to go for the “bottom-up” approach and started raising awareness among local stakeholders in the city beginning of 2017. The main activities include:

- ▶ Survey on knowledge about SDGs with representatives of the public, private and civil sector.
 - ▶ Consultations conducted with relevant international organizations, including UN in BiH, on the approach of promotion and localization of SDGs.
 - ▶ Concept for promotion/awareness raising and localization of Agenda 2030/SDGs has been established
 - ▶ Training of municipal staff members on UN BiH methodology/interactive tool to be used for awareness raising training.
- ▶ Start of awareness raising training sessions with partner groups on Bijeljina city level (composed of private, public, civil sector and academia) and other stakeholders
 - ▶ Localization of SDGs started in Bijeljina through implementation of concrete projects in PARTNERSHIP with private, public and civic sector and academia - e.g. enhancement of unemployed people skills in accordance with the need of private sector; establishment of inclusive playground for children with and without disabilities; enhancement of practical classes for 7 deficient occupations needed at the labor market; introduction of 2 new occupations in vocational schools, etc.
 - ▶ Inclusion of SDGs into the revised Development Strategy of the City of Bijeljina for the period 2019 - 2023.



Awareness raising target groups:

Public sector, private companies, NGO sector, academia, media representatives - as multipliers of the gained knowledge and information to their target groups which they represent.

Methods and tools:

- ▶ Power point presentation on the establishment of Agenda 2030/SDGs, their importance and concrete examples of how all targeted stakeholders can start getting involved, as citizens, as well as representatives of institutions and organizations they represent.
- ▶ Application of UN B&H interactive tool – group work.

4.2 Bijeljina (Bosnia and Herzegovina)

Through partnership towards sustainable development

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Basic information

Initiators: City Administration of Bijeljina

Contact details: Ankica Todorović (ankica.todorovic@gradbijeljina.org) and Mile Pejčić (mile.pejicic@gradbijeljina.org)

Time frame: 2018

Stakeholders involved: Bijeljina City Administration, private companies “Megadrvo” and “StecoCentar”, NGO “RotarAct”, Swiss and Bulgarian embassies in B&H

Focus (SDGs targeted): SDGs 10, 11, 17

Short description:

Awareness raising activities on the importance of Agenda 2030/SDGs during 2017 in the City of Bijeljina have led to consolidation of partners in achieving a concrete action which would promote the main pillars of Agenda 2030. Initiated by the Bijeljina City Administration and supported by two local private companies „Megadrvo“ and „StecoCentar“ and NGO „RotarAct“, in Bijeljina an inclusive playground for children has been established in the main City park in 2018. Financially, the playground was supported by the Bulgarian and Swiss embassies in B&H.

Before, the place could be used only by a limited number of children, due to the fact that entrance fee was requested and that there was no possibility for children with disabilities.

Concrete results achieved, based on SDGs 10, 11 and 17:

- ▶ Modern and safe sustainable playground – built of high quality wood „Siberian Arish“, under video surveillance
- ▶ Inclusive playground - constructed to suit children with and without developmental disabilities
- ▶ Equal access enabled for all children

This project is a concrete result of raised awareness about the importance of Agenda 2030/SDGs and presents concrete action in localising SDGs in partnership to the benefit of the community.



Awareness raising target groups:

Public sector, private companies, NGO sector, citizens.

Methods and tools:

- ▶ Power point presentation on the establishment of Agenda 2030/SDGs, their importance and concrete examples of how all targeted stakeholders can start getting involved, as citizens, as well as representatives of institutions and organizations they represent.
- ▶ Continuous dialogue and promotion of SDGs in meetings and contacts with the above mentioned target groups.
- ▶ Big informative board placed at the entrance of the playground, promoting 17 SDGs and partnership of public, civil and private sector.

4.3 Elbasan (Albania)

The Global Goals Week: Innovation - key to the SDG achievement

Basic information

Initiators: Elbasan municipality and UN Agencies in Albania

Contact details: n/a

Time frame: September 2017

Stakeholders involved: Civil society organizations, youth, Municipal Council Members

Focus (SDGs targeted): All 17 SDGs

Short description:

UN Agencies in Albania have organized celebration of the second anniversary of the adoption of the SDGs with a week of action, awareness and accountability for sustainable development. It was organized as a series of events in the Elbasan Municipality including public events and the delivering of additional lessons in public schools.

Awareness raising target groups:

Civil society organizations, youth, municipal council members, citizens.

Methods and tools:

- ▶ A two-Day “Hackathon” with participation of Elbasan Youth to design quick win innovative solutions with a long-term impact on the SDG achievements/ implementing innovative open source platforms for the implementation of SDGs.
- ▶ The meeting in Elbasan Town Hall titled “Elbasan 2030” served as a platform to exchange ideas, create partnerships, engage communities, build public support and drive actions for the achievement of the Sustainable Development Goals at local level.
- ▶ World’s Largest Lesson in two public schools in Elbasan. The initiative brought the SDGs to young people and their teachers across the world. The event aimed to make the SDGs feel relevant to every child everywhere and inspire their support and action

4.4 Zemun (Serbia)

Public manifestation on the promotion of SDGs

Basic information

Initiators: Municipality of Zemun (Serbia) and Offenbach am Main (Germany)

Contact details: Tanja Kukobat, tanja.kukobat@zemun.rs

Time Frame: 2018

Stakeholders involved: Municipality of Zemun, UN Mission in Serbia, Serbian Chamber of Commerce, National Employment Service, Center for Social Work, Faculty of Agriculture, Permanent Conference of Cities and Municipalities, Ministry of Labour, Employment, Veteran and Social Policy, Heads of the Offices at the Municipality of Zemun, Parliament of the Republic of Serbia etc.

Focus (SDGs targeted): 17 SDGs

Short description:

Public Manifestation towards sustainable development: Joint efforts by Zemun and Offenbach am Main

Every of 17 selected schools was given a task to present one of the SDGs. Students had to analyze the efforts and results of their schools and their local community concerning the implementation of the SDGs and make proposals how to make Agenda 2030 more visible in their community and how to reach a particular SDG. The students were given T-shirts with the printed picture of SDGs on the front side and they made school teams which were conducting the presentations in front of the public. Students showed high level of consciousness, interest and creativity, as well as responsibility and the desire to deal with sustainable development issues.

Many music performances, literature performance, brief information by the professor about SDGs and the performance of the students made this event universal and open to public, interesting and inspirational.

Promotional material included brochures on SDGs, notebooks, pencils and flyers which were distributed to the participants and visitors.

Awareness raising target groups:

School children from elementary and secondary schools, elderly people from the Associations for elderly people, NGOs, municipal administration, state institutions whose jurisdiction includes Agenda 2030, Serbian Parliament and Ministry representatives.

Methods and tools:

Public manifestation

4.5 Prizren (Kosovo)

Strengthening social rights of marginalized groups in Prizren Municipality

Basic information

Initiators: NGO Nevo Koncepti, Municipal Working Groups (WG)

Contact details: o.os-mani@nevokoncepti.org, blerinabytyqi06@gmail.com

Time frame: June 2017 – December 2018

Stakeholders involved: NGO, Municipal WG members, service providers, children, women, inhabitants

Focus (SDGs targeted): SDGs 1, 3, 4, 5, 10, 16, 17

Short description:

The project aimed to strengthen the capacities of all actors providing services to marginalized groups, raising the level of co-ordination among stakeholders and raising awareness for the importance and protection of the rights of marginalized groups. The overall goal is to improve the access of marginalized groups in institutional services, providing support through mediation in the process of their access to social, health, educational services, etc.

There were **16 radio debates** on local radio in the Roma language and participants were members of the WG, children who attended intercultural activities and trainings, students who attended courses for preparation for the achievement and maturity test, course lecturers as well as visiting family members. **7 TV debates** were conducted with members of the WG on Local TV's and information was provided on the services offered by local institutions and the way of accessing of marginalized groups in these services

4 training sessions were organized with women and young girls of marginalized groups. The trainings were lectured by members of the WG of the project, who have enabled the capacity building and knowledge on the topics of the trainings related to the needs identified in these groups. Every month, **regular awareness-raising meetings** with residents of the neighbourhoods are conducted, with the aim of raising their awareness on social rights and the services provided by local level. Meetings are facilitated by members of the WG. **10 trainings with children** for capacity building and awareness-raising were conducted, on topics related to their rights. Participants were children from marginalized families. **10 intercultural activities with children** have been held with the purpose of socialization children from different communities and their involvement in a common society.

Extensive courses are organized for pupils of the Roma, Ashkali and Egyptian communities for preparation for the achievement test and Matura test. Pupils from primary and secondary schools were identified to attend the one-month course for test preparations. After the Matura Test, a Vocational Orientation Course was held for future students of Roma, Ashkali and Egyptian communities. **3 exchange visits** were conducted with the WG in the municipalities of Prishtina, Ferizaj and Gjilan. The working groups exchanged their experiences regarding the work on addressing the issues of marginalized groups. During these visits, the WG and the project staff of the Municipality of Prizren is distinguished for field work methods and mediating cases in institutional services. **3 roundtables** were held with members of the WG and social service providers for marginalized groups and all relevant stakeholders, on co-operation between sectors and with all relevant stakeholders in improving services and supporting marginalized groups for their access to institutional services.

Awareness raising target groups:

NGO, public sector, media representatives as multipliers of gained knowledge and information, children, women and other inhabitants.

Methods and tools:

Extensive media social activities, TV and radio debates, print commercials, public information events, raising awareness activities with children, women and inhabitants.

5 International examples

5.1 Ghent (Belgium)

SDG Voices: Ghent

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Basic information

Initiators: the SHIFT (Belgian sustainability network), City Council of Ghent

Contact details: gen-tinfo@stad.gent

Time frame: 2016-2017

Stakeholders involved: 23 city departments, economic actors, local NGOs, NPs, inhabitants.

Focus (SDGs targeted): all 17 SDGs.

Short description:

The awareness raising project was initiated in 2016, 17 experts for sustainable development nominated 8 municipalities and organisations as “SDG-voices”. Those “voices” were granted funding to initiate communication and participation projects to spread knowledge about the SDGs. The leading SDG-voice Ghent initiated the “Sustainability Challenge”, a series of competitions with high publicity between the SDG-Voices concerning various topics (cycling, feminism, meat-free and regional produce). Many other projects aimed at supporting the SDGs were initiated by the city and other stakeholders and inhabitants over the course and after the specific campaign.

Awareness raising target groups:

The various events and projects targeted city inhabitants of all ages and backgrounds.

Methods and tools:

- ▶ Competitions: “gamification”, partaking municipalities, schools or organisations competed against each in achieving most veggie days, cycling kilometres or raising awareness for the topics of sexism, feminism and gender-based inequalities. Intermediate results and final scores were publicly communicated.
- ▶ Extensive social media, TV and print commercials. Public information events and parties.

5.2 Stuttgart (Germany)

Sustainability Awareness Raising Activities

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Basic information

Initiators: local sustainability initiatives and consultancies, partly supported by city administration.

Contact details: www.meinstuttgart-meinewelt.de, www.uebermorgen-markt.de, www.zirkusmuttererde.de

Time frame: campaign initiated in 2017, annual market and festival first took part in 2016

Stakeholders involved: various local NGOs and NPOs, educational institutions, economic actors, and inhabitants.

Focus (SDGs targeted): all 17 SDGs (following a broader notion of sustainability).

Short description:

Catalyst for local action was the German nationwide initiative “Sustainability Days” focusing on raising awareness on the UN Agenda 2030 and the SDGs. The campaign “My Stuttgart My World” was initiated by various local initiatives, supported by the city administration, to support the local implementation of the Agenda 2030. The main goal of the campaign was to bring together and engage action-oriented dialogue between local actors. The annual “Übermorgen (day after tomorrow) market” focused on sustainable production and consumption was initiated by the “Übermorgen Magazine” and a local sustainability consultancy. The “Circus Mother Earth Festival” is organised annually by a private association with the aim to raise awareness for and trigger action towards a more sustainable society.

Awareness raising target groups:

The various events targeted inhabitants of all ages and backgrounds, but market and festival specifically aim at creating a networking opportunity for different kinds of social, economic, cultural and educational initiatives and actors. Market and Festival have a particular focus on activities for and with children.



Methods and tools:

- ▶ Various types of events during the campaign: Live cooking shows with politicians, public clothes swapping party, guided city tours, film screenings with discussions or theme-weeks with various participating institutions, each developing their own programme.
- ▶ “Übermorgen Market”: Platform for local producers, vendors and initiatives. Organisation of market following sustainability criteria (transport, energy, water and waste management, recyclable materials, dishes et cetera). Information and sales booths, accompanied by workshops, music and cooking sessions for people in need.
- ▶ Circus Mother Earth Festival: Platform for local initiatives, charitable organisations, educational facilities. Music, information, flea markets, educational games, workshops.

5.3 Vienna (Austria)

Raising Awareness for and through Local Agenda 21+ in Vienna

Basic information

Initiators: city administration and city council, Agenda 21 + district offices.

Contact details: www.la21wien.at

Time frame: LA21 was initiated in 1998.

Stakeholders involved: local stakeholders, economic actors, citizens.

Focus (SDGs targeted): all 17 SDGs (following a broader notion of sustainability).

Short description:

Local Agenda 21 (“sustainability on the small scale”) in Vienna is implemented on city and district level. At the moment, 7 districts operate their own agenda 21 + offices. These offices establish direct contact to citizens and stakeholders, who are interested in sustainable development and potentially in the initiation of their own project in that area. They inform about sustainable development in the city of Vienna, fields of action and possibilities of participation in decision making and actively getting involved. They are “enablers” of action on the local level. They call for various projects and offer financial and organisational support. Main focus of their work is the raising of awareness, both for the cause of sustainable development but also for the possibility to actively participate and initiate projects for citizens.

Awareness raising target groups:

The various events and campaigns target citizens of all ages and backgrounds. Project calls target primarily male citizens, stakeholders and non-profit organisations.

Methods and tools:

- ▶ **“Grätzloasen”/ district oases:** public interventions in order to raise awareness and create curiosity. Interventions often mean to irritate and question the distribution of public space with or by citizens. E.g. parking spots as recreational spaces, children´s oases or public gardening plots, dance classes on public squares, lectures, fashion shows on the pavement, fitness, play streets or public dinners on road spaces, street corners, parks et cetera.
- ▶ Awareness-raising through **cooperation with schools:** preparatory conferences with teachers and experts, followed by implementation projects involving pupils and joint drafting of appropriate learning material.
- ▶ **“Agendamarker”:** Public markings of places, where projects and interventions took/ take or will take place. Uniform pictogram, hashtag or QR-code, that lead to further information about the background and options for getting active.

5.4 Solingen (Germany)

“Global Sustainable Municipality” Solingen

Basic information

Initiators: city administration and city council, local sustainability consultancy and Agenda21 office.

Contact details: coordinator Ariane Bischoff, strategische-planung@solingen.de

Time frame: project GNK initiated in 2015, awareness raising process for sustainability strategy in 2017.

Stakeholders involved: local and national NGOs, Agenda21 office, scientific institutions, economic actors, citizens.

Focus (SDGs targeted): all 17 SDGs.

Short description:

In 2015 Solingen, as one of 15 cities in the province of Nordrhein-Westfalen, participated in the pilot project “Global Sustainable Municipality”, called by the German Ministry of Economic Cooperation and Development to promote the Agenda 2030 on the local level. Accompanied by awareness raising campaigns, a strategy for sustainable development was developed with participation of the local population. The sustainability strategy, based on the results of the sustainability conferences, including SDG-related indicators and a set of local measures, was published in 2018.

Awareness raising target groups:

The information events and conferences targeted adult citizens.

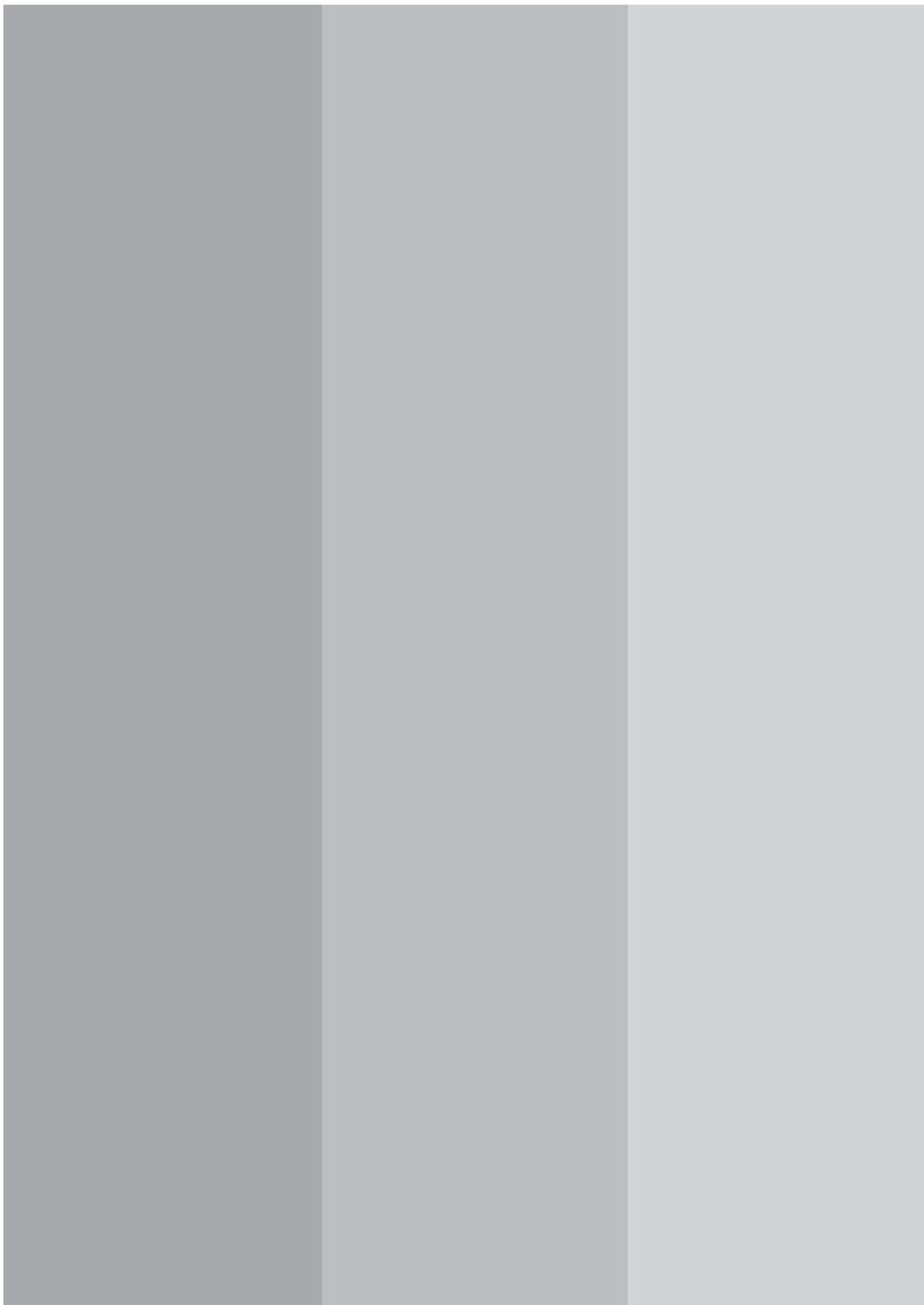
Methods and tools:

- ▶ Several **public networking meetings** within representatives of other municipalities: discussions and workshops concerning practical opportunities for action on the local level.
- ▶ **“Sustainability Conferences”**: participation format to communicate the importance of the Agenda 2030 for the local level and derive potential measures. Input and description of procedure by city representatives followed by interdisciplinary groups working on specific SDGs with joint reflection on the results. Detailed documentation of event and results online.
- ▶ Participatory development of sustainability indicators for strategy: city employees, politicians, stakeholders and citizens worked on the indicators in small groups, in order to get an understanding of the complexity of sustainable development.
- ▶ Invitations to events via Social media and flyers to all public institutions (schools, universities, companies, markets et cetera) Public information events.



4

**Establishing
a local SDG
agenda**



1 Integrating SDGs in local strategies

While it is important as a first step to understand and raise awareness about SDGs, at the same time municipalities must think of the next step of localization: integrating the SDGs in the local strategy. To not overwhelm staff and partners with goals aiming to tackle global challenges measured by hundreds of indicators, the SDGs must be broken down to areas where influence is possible, change achievable, and improvement visible.

Note that SDGs do not necessarily need an own strategy. Nearly all municipalities have existing strategies and plans, e.g. for local development, poverty prevention or business improvement. The SDGs should be integrated in these already existing agendas. The following steps can be used as a guideline towards SDG integration:

Step 1 Setting SDG responsibilities in municipalities



An important measure is the nomination and appointment of a person or organizational unit to be overall responsible for the implementation of Agenda 2030 in the municipality. This involves all activities within the localization cycle as depicted in [chapter II.3](#). Ideally, this assignment of responsibility should take place even before the first awareness raising measures.

Step 2 Scanning existing strategies



Existing local strategies are reviewed to evaluate the status quo and where there is a fit for SDGs. Attention should be aimed at finding blind spots or potential synergies, becoming aware of crosscutting effects and creating links to overall local or even national goals. This step can be used to find inspiration and new ideas for combining existing policies with the Agenda 2030. The aim of this exercise is to create transparency and have an overview as a basis for further action.

Step 3 **Defining municipal SDG priorities**

The step of prioritization identifies those goals that are of greatest importance for the specific context of the municipality. This is a crucial decision-making stage between administration and politics, as each municipality can determine its focus individually. Partner groups should be included in this process to ensure that the needs of citizens and partners are at the core of prioritization. Making use of interactive tools at such partner group meetings support this process. Concrete suggestions of such tools can be found later in this chapter.

Step 4 **Defining strategic goals to implement SDGs**

After having set priorities on certain goals, determining strategic goals is an ideal way for localizing SDGs. It is important for municipalities to set targets that are in their scope of action and correspond to the local government mandate. Therefore, a selection must be made based on the capacity and responsibilities of the municipality in question. Such strategic goals, based on the prioritized SDGs, can be for example securing healthier nutrition for children, ensuring transparent and participatory budgeting processes, investing in safe and improved infrastructure and so forth. If possible, instruments of project management should be implemented, such as setting clear responsibilities, agreeing on a time schedule, and setting of measurable and realistic targets by determining indicators. As in the previous step, partner groups are to be included in this process.

Step 5 **Integrating SDG related goals in existing strategies and plans**

Finally, the municipality must consolidate the existing strategies with the newly adapted strategic goals which are linked to SDGs. This applies to any development plan, concept or mission within the municipality.

Step 6 **Communicating and monitoring of the new strategy**

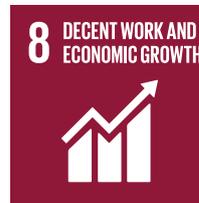
As with all strategic planning processes, it does not end with writing strategic goals down, but continues in their constant communication and sharing. Some tools as described in [chapter III.3](#) might be useful for this stage. The established partner groups should continue to discuss the strategies and their networks should be used to spread the information to translate them to concrete actions. With indicators in place, monitoring is essential to create feedback loops and ensure that the targets are reached.

Establishing a local SDG agenda does not only include the integration of SDGs in local strategies, but should also be reflected in the actions of a municipality. The following sub-chapter gives an overview how such actions might look like.

2 Setting concrete actions aligned to SDGs

Concrete actions related to the achievement of these SDGs can be taken by municipalities almost immediately and without much effort and use of resources. Some actions are simply extensions of tasks which are already being fulfilled by municipalities. Others require more planning and preparation. The following list of actions clustered by the overall strategic goal gives some ideas for concrete measures. They focus on six SDGs related to social inclusion of the Regional Conference on social inclusion and (re-)integration through SDGs, held in Slovenia in April 2018¹³.

¹³ The “Regional Conference on social inclusion and (re)integration through 2030 Agenda and SDGs”, took place on 17 and 18 April 2018 in Brdo, Slovenia focusing on the challenges in bringing 2030 Agenda and the Sustainable Development Goals (SDGs) closer to community level, and looking at the way forward to achieve social inclusion in the countries of Western Balkans and wider in South East Europe. The conference was organised by the Network of Associations of Local Authorities of South-East Europe (NALAS), supported by the GIZ regional project “Social Rights for Vulnerable Groups (SoRi)”, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ).



Enhance social inclusion by...

actively combating child poverty, in particular by supporting single parents (compensating for cuts in minimum income, for example by providing support for the financing of educational fees, medical treatment, rent, property, leisure programs, etc.).actively supporting parents in their family life through child care services, organizing parenting workshops, etc. coupled with financial benefits, such as free tickets for swimming pools. locating kindergartens, child-care centres and schools near retirement homes / care facilities, to support cooperation and intergenerational exchange.organizing mobile home care services for the elderly, including “meals on wheels”, cleaning services etc. organizing courses for the elderly, adults with limited reading and writing skills, people with migration background and those with special needs (language courses, computer courses,

(new) media literacy, etc.) promoting lively neighbourhood structures by supporting neighbourhood celebrations, building community structures, etc. expanding broadband network as a basis for better participation of marginalized groups in social and cultural life as well as in the labour market.

Secure economic growth by...

- ▶ combining economic development with social and ecological aspects (quality criteria for start-ups, linking ongoing subsidies to improvements regarding these criteria).
- ▶ organizing tours through innovative regional companies, designed by regional creative teams, addressing pupils, students etc.
- ▶ promoting innovative start-ups, provide business premises and co-working spaces for start-ups or actively support the placement of such spaces (vacancy).
- ▶ preventing or containing the privatization of municipal enterprises (municipal utilities, public transport companies)
- ▶ expanding internet / broadband network as a basis for the establishment of innovative companies.
- ▶ strengthen domestic tourism by forming networks of actors (joint marketing strategy, development of new offers).

Support sustainable development and equal opportunities by...

- ▶ placing articles in the municipal newspaper to make visible and promote inclusive and barrier-free citizen projects and to communicate offers and appointments of associations offering study visits to socially sustainable projects in the region, in other cities or countries.
- ▶ promoting the same opportunities in (education) by organizing “Girls’ Days”, “Children’s University” and “Student University”.
- ▶ offer violence prevention and self-defence trainings.
- ▶ consistently enforcing accessibility in public buildings and to design barrier-free public spaces as meeting places for all citizens.

Work towards gender equality by...

- ▶ fulfilling gender quotas in local committees and company supervisory boards themselves.
- ▶ demanding equal pay for equal work and implementing measures to harmonize the gender pay gap (further training for more women in management positions, re-entry seminars after parental leave, support for paternity leave, also enabling part-time management jobs).
- ▶ providing municipal childcare free of charge and adapted to the weekly working hours.
- ▶ extending afternoon care in schools (mainly in rural areas).
- ▶ expanding childcare models during the holidays (participatory play and study opportunities).
- ▶ actively promoting women’s shelters, self-help groups, clubs.

- ▶ setting up a regional counselling centre / contact person.
- ▶ offering and promoting empowerment programs and workshops for young people (girls and young women with / without a migration background, LGBTIQ).

Build strong institutions and improve governance by...

- ▶ promoting “capacity building” in municipal administrations, in order to increase efficiency and develop implementation potential (personnel development, organizational structures).
- ▶ providing intercultural and interdisciplinary training in the administration (raising awareness of complex and complex societal, economic and environmental challenges).
- ▶ creating transparency in the public budget
- ▶ introducing mandatory anti-corruption training for administration and local government.
- ▶ developing a binding participation charter.
- ▶ aiming for low-level communication and involvement of all citizens (easy language, mobile and decentralized forms of information and participation, proactive involvement).

Establish partnerships by...

- ▶ expanding cooperation and partnership at local level.
- ▶ establishing cooperation on regional level, also thinking of the city and its surrounding area (“Urban Region”). using national and international municipal networks more and learn from each other (“Urban Diplomacy”).
- ▶ expanding development cooperation at local level (cooperation with NGOs, private sector, academia, etc.).

These actions are more general and can be applied in different contexts. The following two examples show how municipalities in the region applied concrete actions relevant for their circumstances. However, there are many ways on how to elaborate priorities and concrete actions for the local context in a participatory process, which can then be integrated in the development strategy of the municipality. The next sub-chapter will present workshop tools that can be used when engaging partner groups.



Examples of concrete actions taken by municipalities in alignment with SDG achievement

Education and information on anti-trafficking legislation in Elbasan, Durres and Korca (Albania)

Basic information	Short description:	Target groups:	Methods and tools:
<p>Initiators: Elbasan, Durres and Korca municipality and US Embassy of Tirana</p>	<p>Awareness and information activities are essential to increase the knowledge of vulnerable groups affected by human trafficking. By providing a series of education sessions with regional anti-trafficking committees (RATC), university students, parents, victims of trafficking for Elbasan, Korca and Durres become more aware of their rights regarding this issue.</p>	<p>The beneficiaries of the project will be minors as victims of trafficking, their parents, members of RATCs, more than 1000 students of the law faculties of 3 state universities, municipalities of Elbasan, Korca and Durres.</p>	<ul style="list-style-type: none"> ▶ Conducting <u>information sessions</u> for law faculty students of Elbasan; Korca; Durres University about the amended anti-trafficking legislation. <u>Discussion forums</u> will be organized also with students from the Faculty of Law at the State Universities of Elbasan, Durres and Korca. About 500 students will participate in these open forums. Field experts will introduce topics and answer questions. ▶ Presentation and delivery of the <u>awareness materials</u> will accompany all the education sessions, which will be facilitated from the justice sector experts, such as prosecutors, lawyers as well as social workers ▶ Organization of <u>informative sessions for victims</u> of trafficking and their parents currently in protection programs. Informative sessions will also be conducted for victims of trafficking currently included in protection programs of shelters as well as in day centres run by other NGOs in Elbasan region. ▶ <u>Debate on local TV</u> to inform citizens on legal amendments about trafficking. Local Elbasan media will be used to disseminate the information about legal rights/amendments of victims of trafficking to a wider audience. ▶ <u>Social media presentation</u> of all activities
<p>Contact details: Ardiana Kasa (dkasa@hotmail.com)</p>	<p>Discussion forums will focus on new legislative amendments on trafficking, taking into consideration that state anti-trafficking institutions, young people, and victims of trafficking do not have information about amendments to the legal anti-trafficking framework. Discussion forums will therefore focus on new laws adopted and amendments under review.</p>		
<p>Time frame: November 2018- May 2019</p>			
<p>Stakeholders involved: Civil society organizations, regional anti-trafficking committees, vulnerable groups, families of victims, students of universities</p>			
<p>Focus (SDGs targeted): SDGs 5, 8, 16 and 17</p>			

Vaccination action campaign in Berat (Albania)

Basic information

Initiators: Partnere per Femijet, Community Centre Berat Municipality

Contact details:
Ingrid Jones, Alda Kondakciu, Adelajda Cabej

Time frame:
January 2019

Stakeholders involved: Health service providers, Intercultural Community Centre Berat

Focus (SDGs targeted): SDG 3 “Ensure healthy lives and promote wellbeing for all at all ages” / Target 3.8

Short description:

Health service providers together with staff of the Intercultural Community Centre of the Municipality conduct awareness-raising and outreach activities for the Roma community in Berat Municipality

The aim of the action was to stress the importance of vaccinations for children. Following this campaign, 25 children from the Roma community were vaccinated.

Target groups:

Roma parents

Methods and tools:

- ▶ Community information sessions
- ▶ One-to-One meetings

3 Workshop tools for partner groups

SDG Lab – why do SDGs matter in my local context?



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Tool category:	Workshop
Duration:	2 hours
Possible participants:	civil servants, public administrators, local politicians, local businesses, NGO and any other relevant partners
Material needed:	print outs of goals and targets, flipchart paper, pens
Objective / results:	Collection of concrete and recommended actions
Developed by:	KDZ Centre for Public Administration Research

Procedure:

All participants should be split into small groups and are assigned different SDGs. They are given workshop materials such as one-pager document explaining each SDG and their relevant targets for local governments as well as flipchart paper and pens. Their task is to assess and discuss the following question in the small group:

” What actions can my municipality take to support this SDG?

After the small groups have discussed and written down their findings, each group will give a small presentation with the help of a created flipchart on which answers they have found. A dialogue between the groups should be encouraged to find synergies between the SDGs most relevant for the local level. If time allows it, a discussion can emerge around the question how an integrated approach can be implemented in the local city or municipality.

SDG 01 – END POVERTY IN ALL ITS FORMS EVERYWHERE.

This goal is about raising the incomes of the poorest, but it's also about ensuring access to basic services, and protecting everyone from human-caused and natural disasters



What activities can my municipality implement to reach this goal?

Blank space for writing activities.

Relevant targets for local governments

- 1.1** by 2030, **eradicate extreme poverty** for all people everywhere, currently measured as people living on less than \$1.25 a day
- 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
- 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
- 1.4** by 2030 ensure that all men and women, particularly 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
- 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**

Source: KDZ 2018



Source: KDZ 2018

SDG Self-Assessment – ranking of relevant SDGs for local municipal context



60

Tool category:	Workshop
Duration:	2 hours
Possible participants:	civil servants, public administrators, local politicians and any other relevant partners
Material needed:	table of SDGs relevant for the local context (all SDGs or selection of SDGs), wheel diagram with relevant SDGs, pens
Objective / results:	Analysis of the local status-quo as basis for concrete action
Developed by:	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Procedure:

In the first step, all participants are made familiar with the SDGs. If only specific SDGs have been chosen, the reasons for the selection should be explained.

The participants are then asked to qualitatively rank their city in regard to each of the targets listed. The scores can be filled into the table or more illustratively in a wheel diagram with the same content as the table (an example is pictured below).

The length between the centre of the circle and the specific goal represents the level of achievement of that particular target. The internal rings represent qualitative categories, e.g. ring 1 (inner ring) : critical, ring 2: highly unsatisfactory, ring 3: basic, ring 4: satisfactory, ring 5: good, ring 6 (outer ring): vibrant. The exercise can be simplified or made more complex, depending on the local requirements and capacities.

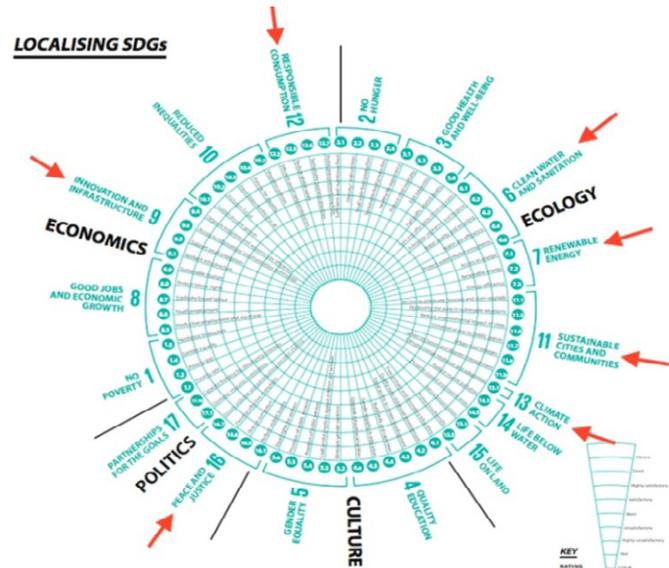
Further analysis can be done by discussing questions such as:

” How do we feel about analysing these targets?

What are the reasons for bad rankings? What are the reasons for good rankings?

What can be done to improve the bad categories?

The discussion should be documented as a basis for identifying connections and deriving concrete action.



UN interactive tool



62

Tool category:	Workshop
Duration:	2-3 hours
Possible participants:	civil servants, public administrators, local politicians as well as partner groups with representatives of NGO, private sector and media
Material needed:	1 set of interactive tool / per group of max. 6 participants
Objective / results:	Identification of SDG and target relevant for local level, concrete activities and action recommended
Developed by:	United Nations Bosnia and Herzegovina

Procedure:

All participants are divided into groups of 6. Each group must coordinate 1 SDG (out of the total of 17) to be addressed during the workshop, as well as the relevant target – all members of the group vote and agree by consensus on **one goal** and **one target**.

Through choosing and placing value cards, activity cards, mechanism/system element

cards and cards of challenge/opportunity/barrier, the participants propose solutions and ways forward through dialogue and consensus. At the end, each group presents their findings and best way how to achieve the chosen SDG/target at local level.

For more information and a practical guide to this tool, we refer to the annex.



SDG Navigator



64

Tool category:

Co-creation of individualized information tool

Duration:

several weeks, depending on frequency of meetings

Possible participants:

established partner groups

Material needed:

possibly graphic designer (for final output)

Objective / results:

Collection of concrete and recommended actions and creation of information sharing tool

Developed by:

Austrian Association of Cities and Towns (AACT)

Procedure:

A partner group with representatives from different sectors meets on a regular basis to define relevant measures and actions municipalities must take to achieve different SDGs. The categories can be defined individually. For example, there could be categories such as public services, spatial planning, education and economy, social welfare and health and governance. Based on these categories, there should be concrete suggestions of actions for municipalities in each category. After compiling these actions, different SDGs can be assigned to the different measures. It is desirable that there is constant discussion, dialogue and exchange.

Once these are defined during regular sessions, a tool can be created in the form of a “SDG Navigator”. This is in the form of a physical turn table out of cardboard, where users can look at different measures, and see which SDGs are affected by turning the table and revealing different boxes. This physical tool can be distributed at events, schools, NGOs and more.



4 Examples from Western Balkan

4.1 Bijeljina (Bosnia and Herzegovina)

Revision of Bijeljina City Integrated Development Strategy (2019-2023)

66

Basic information

Initiators: City of Bijeljina, February 2018

Contact details:
Ankica Todorović (ankica.todorovic@gradbijeljina.org) and Mile Pejić (mile.pejic@gradbijeljina.org)

Time frame: First published in 2014, revision 2018

Stakeholders involved: All city departments of Bijeljina, City partner groups – representatives of public, private and civil sector

Focus (SDGs targeted): All 17 SDGs have been analysed, focus put on 10 SDGs.

Mode of SDG-integration:
Revision of existing strategy

Short description of process:

The City of Bijeljina established its Integrated Development Strategy in 2014 for the period 2014-2023. After 5 years of implementation, external evaluation was conducted which recommended a revision of the document, as most of the projects planned were either implemented or overcome. This was considered by the City Administration as a good opportunity to mainstream the Agenda 2030 in the key local policies while taking into account their local circumstances. Initiated by the city, a mapping assessment of the alignment of Integrated Development Strategy of Bijeljina (2014-2023) to the SDGs was conducted by UN experts, establishing the following: out of 17 SDGs, 10 were partially addressed in the strategic period 2014-2018 and out of 169 SDG targets, 33 were addressed

Revision of the Bijeljina City Development Strategy for the period 2019-2023 started in May 2018 and opened room for proper mainstreaming of SDGs. It was conducted through **3 steps for SDG mainstreaming:**

- ▶ **Revision of the valid strategy and identification of areas for change:** All strategic goals are relevant to SDGs, i.e. cover the themes addressed by SDGs
- ▶ **Setting of relevant targets:** During the ongoing strategy revision, the City Development Team has mainstreamed the adapted SDG targets into the Bijeljina strategic goals



Adjustment of global indicators

- ▶ **Adjustment of global indicators:** Relevant global indicators were adjusted and included in the strategy
- ▶ **Formulation of the new strategy and the implementation plan for 1+2 years using integrated systems thinking:** Recommendations and insights from the strategy evaluation have been incorporated into the strategy and the implementation plan, so to ensure that the goals and commitments are feasible, i.e. adjusted with implementation resources and capacities.

Awareness raising

Awareness raising activities were conducted through a transparent and inclusive approach, which included external and internal representatives of different sectors, through organized focus groups and regular meetings of the City Development team during the Development Strategy revision process.

Outcome/Follow-up-action:

Implementation of Strategic projects following its adoption by the city assembly.

4.2 Elbasan, Librazhd and Kukes (Albania)

Monitoring equal distribution of social rights for vulnerable groups at national and local level

Basic information

Initiators: ALTRI Center

Contact details: Eda Noçka –
qendra.altri@gmail.com

Time frame: December 2018 – July 2019

Stakeholders involved: Local governments of Kukës, Librazhd and Elbasan; Ombudsman; Ministry of Health and Social Welfare.

Focus (SDGs targeted): All 17 SDGs, especially those related to vulnerable groups

Mode of SDG-integration: identification, collection of data for and publication of results of awareness levels on SDGs and SDG-related strategies as the basis for setting concrete actions

Short description of process:

- ▶ **Assessment** which focuses on the following points:
 - (i) Assess the knowledge of municipalities of Agenda 2030
 - (ii) Assess the involvement of SDGs in their strategic and action plans
 - (iii) Assess the measures taken and the tools used for their achievement and the indicators for their measurement
 - (iv) Identify the specific goal(s) that will be the focus of this project.
- ▶ Organization of **seminars** with representatives from Ombudsman and Ministry of Health and Social Welfare and with representatives from municipalities.
- ▶ Development of **study visit** in Kosovo to share experience and knowledge regarding the SDGs and on the role of institutions in the implementation of SDGs and social rights at local level.
- ▶ **Issue of final report** which will include the data gathered during the development of the project, the conclusions and the recommendations.

Awareness raising

Through this project, the goal is to strengthen the monitoring capacities of the People's Advocate institution towards local government units in implementing the social rights of vulnerable groups. The project also aims to raise the awareness and information of the vulnerable institutions and groups on the social rights enjoyed by the latter.

Outcome/Follow-up-action:

Use of results from final report to set concrete actions

5 International examples

5.1 Vienna (Austria)

Smart City Wien Framework Strategy

70

Basic information

Initiators: City of Vienna, MA 18, MA 22

Contact details: Sustainability Coordinator Thomas Hruschka, thomas.hruschka@wien.gv.at

Time frame: first published in 2014, revision 2018-2019

Stakeholders involved: All city departments (MA) of Vienna.

Focus (SDGs targeted): All 17 SDGs will be analysed and integrated.

Mode of SDG-integration: revision of existing strategy

Short description of process:

In 2017, Vienna decided upon the revision of the Smart City Wien Framework Strategy (SCRS) with direct integration of the SDGs. A Matrix with all goals of the existing SCRS and the SDGs was developed and gradually, the degree of coverage was determined. The SDGs provide a more cross-linked look at municipal tasks and help overcome the rigid structure of the thematically separated city departments to support the holistic Smart City Agenda. Based on this analysis, thematic working groups with members from different city departments are working on the structure and content of the new SCRS. The official adoption in the city council as the finalisation of the process is scheduled for mid-2019.

Awareness raising

- ▶ Awareness raising for the SDGs primarily focused on the *employees of the many different city departments* of Vienna. In order to optimise the work of the interdisciplinary teams and of the department in the long term, each group member and department representative had to concern themselves with the significance of the SDGs for their thematic field and the city of Vienna.
- ▶ In an “open day” in the end of October, the public was invited to give feedback on the Smart City process in a questionnaire as well as to freely express their concerns, wishes or open questions. Various activities for *all age groups* included discussions, wheel of fortune, quizzes, virtual reality bike tour etc.

Outcome/Follow-up-action:

Process not completed, no further public events announced.

5.2 Hannover (Germany)

Hannover 2030 City Development Strategy

Basic information

Initiators: city administration and city council, local sustainability consultancy and Agenda21 office.

Contact details: 2030@Hannover-Stadt.de, www.hannover.de

Time frame: revision process started in 2014, strategy published in 2016.

Stakeholders involved: local and national NGOs, educational and scientific institutions, economic actors, inhabitants.

Focus (SDGs targeted): Fields of action in strategy thematically target the SDGs 4,6,8,9,11,12,13,14,15 and 16, with a focus on SDGs 11 and 15.

Mode of SDG-integration: revision of existing city development strategy

Short description of process:

Participatory process of the revision started in 2014 with “City Dialogue”. Through a broad media campaign, inhabitants were invited to join the process. The successful process could engage around 25.000 citizens to participate.

Awareness raising

- ▶ Awareness was raised for the initiation of the process through various media: website, leaflets, posters on public transport stations, direct invitations, video invitation from the mayor, city dialogue-newspapers with announcements, events and updates. 5 local spokespersons were selected to represent the campaign addressed to inhabitants of all ages and backgrounds (most events targeted grown-ups).
- ▶ “City Dialogue”: Participatory process was initiated with public presentations and discussion, 200 different events followed, e.g. guided city walks, “coffee house”-discussions, exhibitions. A representative citizen’s panel was established to give feedback about the participatory process itself. All results were documented and reviewed in a workshop by an *interdisciplinary group* of 90 people, including city council and administration members, stakeholders, experts and citizens. Their recommendations were then developed into specific measures and the final strategy paper by the city administration. The whole process was precisely documented online and in print.

Outcome/Follow-up-action:

- ▶ Currently, around 40 measures defined in the city development strategy Hannover 2030 are being implemented.
- ▶ “Hannover Sustainability Strategy 2018” monitoring tool for local action systematically breaks down SDGs to local fields of action and responsible municipal departments. Created in participatory effort to raise awareness within city administration employees.

5.3 Ludwigsburg (Germany)

City Development Strategy Ludwigsburg

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Basic information

Initiators: city administration and city council, department of sustainable development.

Contact details: coordinator Albert Geier, stadtentwicklung@ludwigsburg.de, <https://2030.meinlb.de/zukunftskonferenz/>

Time frame: strategy first published in 2006, adapted every 3 years, latest revision is currently in process.

Stakeholders involved: local and national NGOs, educational and scientific institutions, economic actors, citizens.

Focus (SDGs targeted): All 17 SDGs were analysed and will be integrated.

Mode of SDG-integration: revision of existing development strategy.

Short description of process:

To coordinate sustainable development between the various departments and stakeholders in the city of Ludwigsburg, the city has established the cross-sectional department for sustainable development. The department organises “Future conferences” every three years, on the basis of which the city’s development strategy is revised. In June 2018, the latest future conference took place.



Awareness raising

- ▶ *Future conferences*: Setting similar to workshop, over the course of 2 days. Input by city representatives, work in interdisciplinary groups. Non-hierarchic discussion between citizens, politicians and experts. Resulted in a collection of ideas and proposals of the integration of the SDGs in the city's master plans, and drafts for an indicator set and specific measures. Detailed documentation of the process and outcomes online.
- ▶ *KSIS: online information system* started in 2016, transparent linkage of communal data, master plans and progress reports of projects and measures. Comprehensive online information tool on local development and actions for citizens.
- ▶ *"One-World-Forum"*: Network of actors from educational institutions, associations, migrant representatives and initiatives to promote global sustainable development. Initiation of global partner projects, events and awareness raising campaigns through non-official stakeholders, but supported by municipality.

Outcome/Follow-up-action:

The results of the latest future conference are being processed by steering group and experts.

5.5 SDG-Portal (Germany)

Online portal for SDG-indicators

76

Basic information

Initiators: non-profit foundation, federal and private research institutions, association of German cities, German association of towns and municipalities, central contact agency for development policy initiatives

Contact details: <https://sdg-portal.de/>

Time frame: 2017-2020

Stakeholders involved: municipalities, local and national NGOs

Focus (SDGs targeted): All 17 SDGs are covered by indicators.

Mode of SDG-integration: identification, collection of data for and publication of results of SDG-related indicators as the basis for the identification of local needs for action to reach the SDG/basis for strategy development.

Short description of process:

The Bertelsmann Foundation, the Federal Institute for Research on Building, Urban Affairs and Spatial Development, the association of German towns and cities and the central contact agency for development policy initiatives “Engagement Global” initiated the process to develop indicators for sustainable development on the local level in German municipalities and provide the data to other municipalities and the public. The joint process had following steps:

1. Relevance-Check of sub-goals for German municipalities - focus on relevance for public tasks.
2. Identification and description of indicators - focus on applicability and realistic data availability.
3. Collection and analysis of data from municipalities.
4. Provision, analysis and presentation of results.

Awareness raising

- ▶ Discussion events with project partners, representatives of German municipalities and experts on the interim results of the process.
- ▶ The **website SDG-portal** shows the results of the SDG-indicators for all participating German municipalities for the past five years and allows the monitoring and direct comparing of different municipalities. It aims at supporting municipalities with identifying their own needs for action on local level by giving an overview on their current status on the path to reaching the SDG. Directly linked to wegweiser-kommune.de, an **online information system** with comprehensive municipal data sets. Furthermore, it serves as a contextualised platform for the results, which ensures easily accessible information to the public and provides a useful tool for continuing work of experts/municipality representatives. Unfortunately only available in German language.
- ▶ The **publication** “SDG-indicators for municipalities” contains the methodological approach and all developed indicators. It enables continuing work of experts/municipality representatives.

Outcome/Follow-up-action:

The set of indicators and the easily accessible online interface support the advance of sustainable development across German municipalities.

5.5 Scharnstein (Austria)

Local Agenda 21 Scharnstein – “Zukunftsprofil 2025”

Basic information

Initiators: municipality administration and council.

Contact details: Regional Management: Johannes Meinhart, johannes.meinhart@rmooe.at

Time frame: initiation of process to develop strategy in 2014

Stakeholders involved: local economic actors, experts, citizens.

Focus (SDGs targeted): no explicit connection to SDGs, thematic focus on SDGs 8 and 15.

Mode of SDG-integration: development of new strategy.

Short description of process:

The small, rural municipality of Scharnstein initiated a process for the creation of the development strategy “Zukunftsprofil 2025” (profile for the future) in 2014.

Awareness raising

- ▶ *“Zukunftsdialoge” / Future Dialogues*: Setting similar to workshop, Input by municipality’s representatives, work in interdisciplinary groups. Non-hierarchic discussion between citizens, politicians and experts. Over the course of 4 dialogues, proposals and ideas for the strategy were collected and then developed by a group of official representatives, experts and 17 randomly selected citizens, specifically integrating hard-to-reach social groups (elderly, migrants, youth). This group developed a draft for the strategy, which was then discussed by another 100 citizens. 5 groups for the determined main local fields of action were arranged (e.g. agriculture, protection of natural landscapes and regional value creation). For each topic, a public “forum” was organised to establish implementation projects and responsible groups.
- ▶ Establishment of *“Citizens Council”* that evaluates the projects each year and elaborates proposals for the following year. Also functions as an interface, through which other interested citizens may join the process.
- ▶ Invitation to information events and future dialogues via mail, internet and municipal offices.

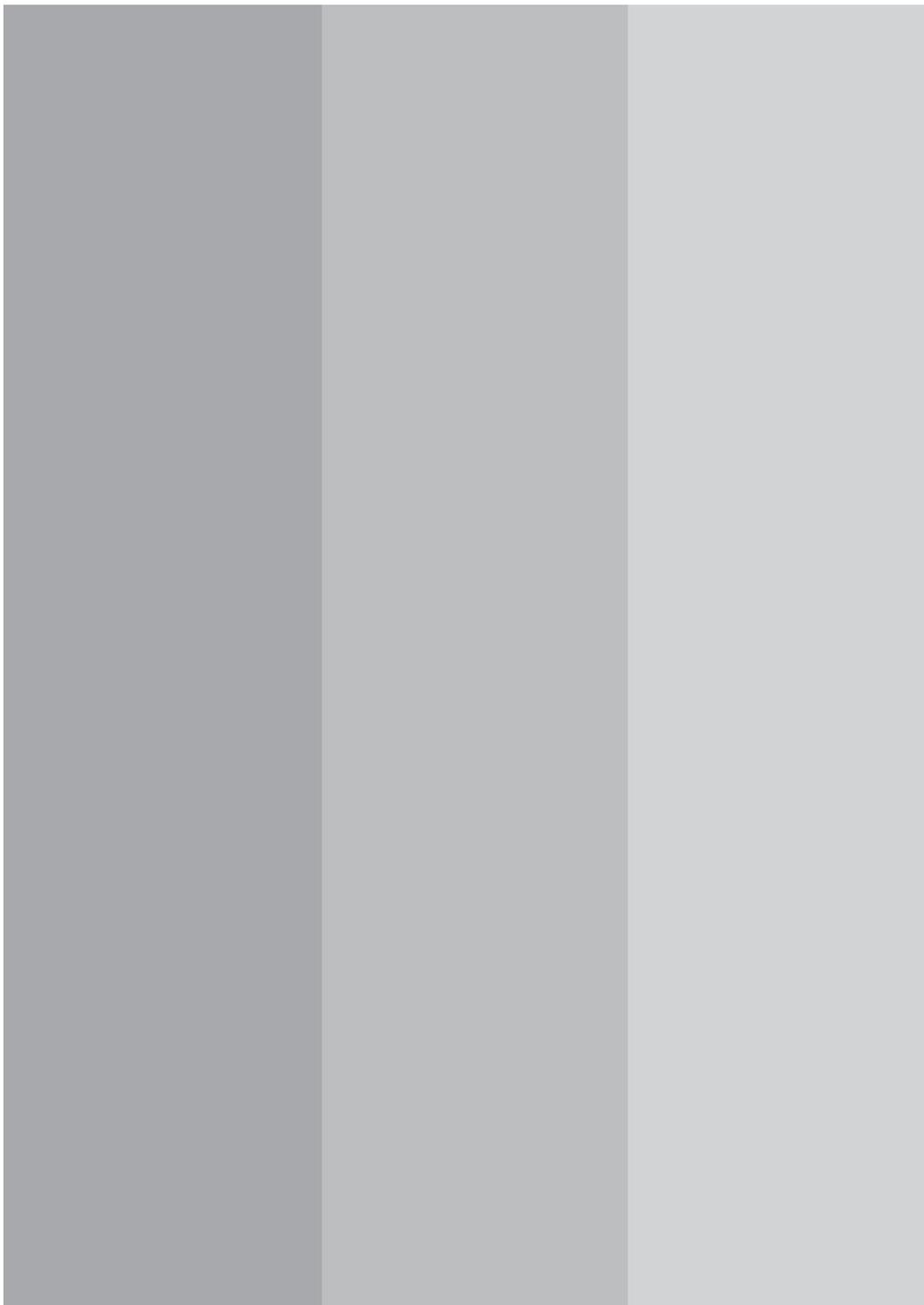
Outcome/Follow-up-action:

It was announced in 2018, that the municipality will establish a local agenda 21 office in January of 2019, in order to build upon the successful activities towards sustainable development and make use of the well-established structures for citizen’s participation.



5

**Role of LGAs
and NALAS
in mobi-
lizing mu-
nicipalities
to achieve
SDGs**



1 Local Government Associations

There are different reasons why local governments are not motivated to participate in achievement of SDGs: maybe they lack information about Agenda 2030, resources to carry out campaigns or they simply think they are too small to make the difference. However, this is not a reason for inactivity. It creates a space which must be filled by Local Government Associations (LGAs). Due to their unique position in every country LGAs should lead the process of awareness-raising among their members. There is no entity better positioned to convince local governments that every level of government has its role in the process, regardless of size or capacity.

Building on that, LGAs should provide information and know-how to subnational levels of government and

should clarify their role in the implementation of SDGs and in the design of national and subnational strategies. By doing so, LGAs will encourage their members to see the process of achievement of SDGs from different perspectives and will strengthen their sense of ownership of the SDGs.

By being the bridge between central state and local governments, LGAs are well positioned to advocate and support alignment of the EU accession process with SDGs. They can for example initiate the establishment of a national SDG coordination body which includes all relevant stakeholders like national and subnational governments, businesses, civil society, etc. Furthermore, LGAs can build capacity of subnational governments through design of training programmes for

municipal staff which will help them understand their role in the process of achieving the SDGs.

LGAs also play an important role in national reporting on the progress of implementation of Agenda 2030. These reports should be voluntary and state-led, involving ministries and other relevant high-level participants. Therefore, SDG reporting requires significant coordination across different ministries and departments as well as national and subnational institutions. In this context LGAs can facilitate collection of data from local levels, and process and forward it to the reporting body. This enables local governments' efforts to be included in overall national reports while, at the same time, relieve local governments from collecting and processing data.

Finally, LGAs should explain to their members that even simple delivery of common tasks of subnational level of government can contribute to the achievement of SDGs. LGAs have

many available tools for this purpose: they can organize meetings and lectures, provide regular information to their members in the form of newsletter or alike, print leaflets and brochures which are containing relevant information, launch awareness-raising campaigns, etc.

NALAS

As a network of associations of local authorities of South East Europe, NALAS brings together 14 associations from 12 countries which represent about 9.000 local authorities, directly elected by more than 80 million citizens of the region. When advocating interests of its members, NALAS has a strong foundation and backup, not only in number of member associations or local governments covered but in their overall dedication to join the resources and efforts and to bring about real change in the region.

Through regular communication with both local and national governments, NALAS has an excellent overview of the EU accession process in candidate countries. Therefore, it is well positioned to raise awareness of the necessity of alignment of the EU accession process with SDGs. Some other potential roles of NALAS were identified at the Regional Conference “Social Inclusion and (Re-)Integration through 2030 Agenda and SDGs”, held in Slovenia in April 2018. Apart from advocating the alignment of the EU integration process with SDGs, it was concluded that NALAS can disseminate good practices of municipalities working on SDGs and design practical guidelines for SDG implementation on a local level.

By bringing together local government associations, elected municipal officials and experts on various topics, NALAS has a unique opportunity to generate knowledge of great value for local authorities in SEE. NALAS

stimulates exchange of information and experiences among its members. The processes of knowledge discovery, generation, capitalization and dissemination make up the NALAS Knowledge System. The main part of the Knowledge System is the NALAS Knowledge Centre for local government development, which accumulates valuable knowledge found in cross-border analysis, comparisons and best practices.

Other key services of the NALAS Knowledge Centre are the Quick Response, Shadowing Program, Peer Review, and NALAS e-Academy. In addition, NALAS Knowledge Centre produces comparative research, toolkits, guidelines, case studies and policy positions on various local government issues. In this direction, NALAS Knowledge Centre can be used for sharing of good practices of municipalities engaged with SDGs and have a significant role in awareness-raising processes.



6

**Further
information**



1 Related links

United Nations

General information:

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Knowledge platform:

<https://sustainabledevelopment.un.org/index.php?menu=1300>

Action Campaign:

<https://sdgactioncampaign.org/>

UCLG

(United Cities and Local Governments)

What local governments need to know.

Publication by UCLG:

https://www.uclg.org/sites/default/files/the_sdgs_what_localgov_need_to_know_0.pdf

Towards the localization of the SDGs. Publication by UCLG:

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

Bosnia and Herzegovina

ZAMISLI2030. Foresight-driven

project in BiH: <http://zamisli2030.ba/>

Albania

<https://sustainabledevelopment.un.org/memberstates/albania>

Serbia

<https://sustainabledevelopment.un.org/memberstates/serbia>

Kosovo

<http://unkt.org/sustainable-development-goals-2/>

Macedonia

<https://sustainabledevelopment.un.org/memberstates/macedonia>

Other sources

Getting Started with the SDGs in Cities.

Publication by SDSN and German cooperation:

<http://unsdsn.org/wp-content/uploads/2016/07/9.1.8.-Cities-SDG-Guide.pdf>

Local support for global challenges.

Publication by VVSG (Association of Flemish Cities and Municipalities):

http://www.vvsg.be/Internationaal/Noord-Zuid/Documents/A4-TI_PublicatieDoelstellingen_0205_EN.pdf

2 Annex

Overview of how the 6 SDGs on social inclusion relate to EU Acquis chapters:

17 SDGs						
SDG 5 - targets	5.1	5.2	5.3	5.5	5.a	5.c
Related chapters of the EU Acquis	23	23	23	23	11	23
					12	



17 SDGs										
SDG 8 - targets	8.1	8.2	8.3	8.5	8.6	8.7	8.8	8.9	8.b	
Related chapters of the EU Acquis	20	27	19	3	26	19	19	20	19	
		20	20	19		24				
				23						



17 SDGs				
SDG 10 - targets	10.2	10.3	10.4	10.7
Related chapters of the EU Acquis	19	23	19	24
	23			



17 SDGs					
SDG 11 - targets	11.2	11.6	11.7.	11.a	11.b
Related chapters of the EU Acquis	14	27	14	11	27
	21		27		



17 SDGs										
SDG 16 - targets	16.1	16.2	16.3	16.4	16.5	16.9	16.10	16.a	16.b	
Related chapters of the EU Acquis	23	23	23	24	23	23	23	24	23	



17 SDGs		
SDG 17 - targets	17.17	17.18
Related chapters of the EU Acquis	23	23



UN interactive tool: Detailed explanation

AGENDA 2030 AND THE SDGs

PRACTICAL GUIDE FOR USE OF THE UN INTERACTIVE TOOL

1. Dividing the participants in 6-member groups
2. Each group is coordinating 1 SDG (out of the total of 17) to be addressed during the workshop, as well as the relevant target – all members of the group vote and agree by consensus about one GOAL and one TARGET within the selected goal and, after writing down the target, the card is placed at the centre of the base.
3. SELECTION OF VALUE CARDS - BLUE CARDS - The trainer explains what are the value card, reads each card and puts it on the base.
 - a. Each group member picks 1 card and elaborates his/her selection, and then places it near the target card already placed on the base
 - b. Once 6 cards will have been selected, elaborated and places, each member writes down his/her value card in the form
 - c. Each member receives 3 tokens and places them on the “best” card (other than his/her own card)
4. SELECTION OF ACTIVITY CARDS – RED CARDS - which support the value in order to achieve the GOAL. The trainer follows the same procedure as in the case of the blue cards.
 - a. Each group member picks 1 activity, elaborates the choice made and enters the activity in the form
 - b. Tokens are placed using the same procedure as the one applying for the blue cards
5. This procedure is repeated also for the GREEN CARDS – ELEMENTS OF THE SYSTEM/MECHANISM – which are required to achieve the GOAL
6. Then they select the YELLOW CARDS – OPPORTUNITIES, BOTTLENECKS, DIFFICULTIES, RESTRICTIONS
 - a. The selected function of the card should be stated in the form (opportunity, bottleneck, difficulty, restriction)
 - b. All group members cast a vote for the selected cards using their tokens
7. THE GROUP SELECTS 3 ADDITIONAL GOALS that are complementing the selected goal and places them by the YELLOW CARDS
8. After than one representative of the groups presents to all participants the work done by the group and how to achieve the selected GOAL in the opinion of the group.

Partner group agreements Bijeljina

These documents may serve as templates for the formalization of partner groups in municipalities.

JOINT STATEMENT ON LOCAL PARTNERSHIP FOR DEVELOPMENT

1. We are well aware of that the development of our municipality should be lead proactively and responsibly, having in consideration the principle of sustainable development and social inclusion, which is the basis of the MiPRO planning methodology. In accordance with these principles, we have decided on such approach for the development of our municipality, which shall combine the economic prosperity with increased involvement of the socially sensitive categories of citizens.
2. We are convinced that the numerous problems and challenges of the economic and social development, as well as preservation of the environment, may be best resolved by application of integrated approach and involvement of all individuals, institutions, economic entities and organization from the public, private and non-government sector, which may contribute to the development of our municipality according to their capacity and interest.
3. We are ready, as citizens of [municipality], and as representatives of the sector where we work, to contribute to all activities related to the Strategy for development of the [municipality], as an essential instrument for management of the municipality development. Furthermore, we are ready to contribute to efficient implementation and update of the Strategy and plans for implementation, by participating in systematic monitoring of the implementation and providing constructive proposals to accelerate the implementation, and to update the Strategy and plans in accordance with the changed circumstances.

4. Our initial contribution shall be reflected in the active participation on the meetings of the Partnership, which shall be organized and prepared by the [municipality] – Department for local economic development and European integration, at least twice per year, and more frequently if necessary. Furthermore, we are also ready to provide our opinions, position, information, comments, and suggestions in between meetings or within the operation of the sectorial groups, whenever beneficial for the development of our municipality.
5. In the course of the work of the Partnership for development of the [municipality], we shall comply with the principles of good partnership: Development of mutual trust and cooperation, dedication to joint interest and public good, spreading partnership and involving other interested partners, and undertaking jointly agreed obligations and responsibilities.
6. This Statement is of principal nature, and the key issues of interest for successful and efficient work of the Partnership for development of the [municipality]: competences according to the MiPRO methodology, manner of convening the first and the rest of the meetings/sessions, manner of operation, inception of new members, termination of membership and other issues shall be regulated by a special act.
7. This Statement, together with the signed list of participants on the first, constitutive meeting of the Partnership for development of the [municipality] shall be a constitutive act and an integral part of the minutes.

RULES OF OPERATIONS OF THE PARTNERSHIP FOR DEVELOPMENT OF THE [MUNICIPALITY]

Basic Provisions

Article 1

1. Rules of Operation of the Partnership for development of the [municipality] (hereinafter as: Rules of Operation) shall regulate the basic issues of operation of the Partnership for development of the [municipality] (hereinafter as: Partnership), as a key mechanism for involvement of the community and management of the local development, directed towards providing for the influence from the citizens in decision making regarding the economic and social development and protection of the environment in the [municipality].
2. The Rules of Operation shall define the following:
 - ▶ Basic principles of the Partnership,
 - ▶ Competences of the Partnership (roles and responsibilities),
 - ▶ First session of the Partnership, duration, termination of membership and accepting new members,
 - ▶ Convening a session and manner of operation of the Partnership,
 - ▶ Decision making on the sessions of the Partnership (plenary and sectorial),
 - ▶ Minutes from the session of the Partnership,
 - ▶ The role of the coordinator of the Partnership
 - ▶ And other issues of interest for the operation of the Partnership.

Article 2

The provisions from this Rules of Operations shall be obligatory for all members of the Partnership, during the duration of the partnership, as well as other persons invited to participate in the work on the sessions of the Partnership.

1. Basic principles of the Partnership

Article 3

The Partnership shall maintain the following principles during its operation:

- ▶ Developing mutual trust and cooperation,
- ▶ Recognition and dedication to mutual interests and the public good,
- ▶ Continuous expanding of the partnership by encouraging entities relevant for the processes of local development to get involved and contribute to the work of the Partnership,
- ▶ The Partnership shall be established as a regular means of communication between the administration and the citizens regarding the development processes, and it should be understood as a long-term partnership which will not end with completion of the process of strategic planning,
- ▶ The Partnership will establish institutional relations with the bodies and institutions which influence development processes (the labour market, development of human resources – educational institutions, etc),
- ▶ Undertaking joint agreed obligations and responsibilities,
- ▶ The Partnership shall be formalized through the Partnership Group (PG) which is comprised of the Sectorial partnership subgroups (SPSG).

2. Competences of the Partnership (roles and responsibilities)

Article 4

The competence (role and responsibility) of the Partnership Group shall be review and harmonization of the key elements of the Strategy and the role during the implementation, especially:

- ▶ Review of the strategic orientation for the period [...],
- ▶ Review of the sectorial plans and three year operational plans,

- ▶ Providing for recommendations and suggestions for improvement of these plans and their adoption
- ▶ Consultative assistance in the implementation, supervision and update of the development strategy
- ▶ Other issues initiated by the Partnership and delegated for review for the purpose of support for the development processes.

3. First session of the Partnership group, composition, termination of membership and accepting new members

Article 5

1. The first session of the first convening of the Partnership shall be scheduled by the Mayor of the [municipality], with the operational support from the Department for local economic development and European Integration.
2. The letter of invitation for the mapped actors, in addition to the venue and date of holding the first session of the Partnership, also explains the role of the Partnership in the process of strategic planning, the process of realization of the strategy, valuation and updating thereof, and open opportunity to discuss other important issues related to the development processes of the municipality.
3. The members of the Partnership Group (PG) shall be appointed by the Mayor, and it shall also be comprised of members from the Sectorial partnership subgroups (SPSG) also appointed by the Mayor.

Article 6

1. The Partnership is comprised of up to 50 members, and in addition to the representatives from the Assembly of the [municipality], and from the executive government, there are also representatives from the business sector, communities, NGOs, women, marginalized categories (refugees, displaced people, returnees, national minorities, etc), as well as other relevant actors who have responded to the invitation for the Partnership.

2. The composition of the Partnership Group maintains adequate representation of different economic sectors, entrepreneurs, proactive representatives of the civil society (civil and professional associations), urban and rural communities, etc.
3. Representatives of the business/private sector and NGOs participate in the composition of the Partnership Group with at least 50% of members.
4. The membership may be defined by the name of the institution/organization, economic entity/NGO/Community or the name of concrete person.
5. The membership of the Partnership group should be comprised of representatives of all political options, including members do not belong to any political option.

Article 7

1. The Partnership group shall be established for the period of validity of the Strategy.
2. Membership in the Partnership group shall be terminated with expiry of the term from the previous paragraph, by not participating in the work of the Partnership group and with written explained statement from a member for exiting the Partnership group.
3. The Partnership group may be extended upon proposal from the Group itself, the [municipality] or on the basis of personal interest of the new actors, for which the Partnership will decide.

4. Manner of operation of the Partnership group

Article 8

1. The first session of the first convening, in accordance with article 5. of this Rules of Operation shall be constitutive meeting.

2. The first session of each next convening of the Partnership group shall be convened by the Chairperson of the Partnership group whose mandate is expiring.
3. The Partnership shall do the following on its constitutive session:
 - ▶ It shall adopt a joint statement for the Partnership,
 - ▶ It shall elect Chairperson of the Partnership group and deputy Chairperson,
 - ▶ It shall adopt the Rules of Operation of the Partnership, and
 - ▶ It shall adopt an Action Plan.
4. In exceptional cases, the Rules of Operation may be adopted on the following session of the Partnership.

Article 9

The Chairperson, and in case of their absence, the deputy Chairperson, shall represent the Partnership, sign the acts of the Partnership group and shall maintain that the operation of the Partnership group is done in accordance with the Rules of Operation.

Article 10

1. The Chair of the Partnership group (in his/her absence, the deputy Chair), shall prepare and convene the following session of the Partnership group, with operational assistance of the Coordinative body for monitoring the implementation.
2. The session shall be convened in accordance with the Action Plan, upon proposal of the Coordinative body for monitoring the implementation of the Strategy (when the drafting of the Strategy is ongoing), the mayor, Chairperson or upon initiative of at least 1/3 of the members of the Partnership Group.
3. The initiative for a meeting of the Partnership group may also come from group of citizens, economic operators or individuals who are not members of the Partnership group, through the current members of the Partnership group or through the Coordinative team for monitoring the implementation of the Strategy, with explanation of the interest that the Partnership group should take in consideration and take position about certain issue.

Article 11

The Partnership group shall convene:

- ▶ At least twice in the phase of planning of the strategic development,
- ▶ At least twice annually in the phase of implementation of the Strategy (focus on review of the Annual report on implementation and update of the three year plan for implementation),
- ▶ At least two meetings in the phase of updating the Strategy.

Article 12

1. According to rule, the Partnership group shall work in plenary sessions.
2. For the purpose of more efficient work on specific topics, regardless whether stated in the invitation or decided on the plenary session, the Partnership group may work divided in sectorial subgroups:
 - ▶ Economic council,
 - ▶ Sectorial partnership subgroup for social development (SSG),
 - ▶ Sectorial partnership subgroup (SPSG) for protection of the environment.
3. The members of the sectorial partnership subgroups (SPSG) shall be appointed by the Mayor, and they shall be also appointed members of the plenary Partnership group (Article 5 of the Rules of Operation).
4. The Sectorial partnership subgroups shall elect their coordinators, who will be competent for performing the work in accordance with the competencies of the Sectorial partnership subgroup and in accordance with the provisions of this Rules of Operation.

Article 13

In addition to the sessions, when necessary, the Partnership Group may use other operational modalities (workshops, roundtables, panel discussions, forums, etc).

Article 14

1. The invitation for meeting shall be consisted of: Number of the session, venue, date and time of holding the meeting, proposed agenda, remark whether it is plenary session or sectorial one, the names and surnames of the invited professionals who are not members of the Partnership group, as well as note to the invitees that they should mandatorily confirm their presence (or announce if they are prevented from coming).
2. The Agenda shall be determined by the Chairperson in cooperation with the Coordinative team for monitoring the implementation of the Strategy.
3. The invitation shall be addressed via e-mail or other suitable manner, at least 7 days before holding the meeting.
4. A copy of the Minutes from the previous session is sent together with the invitation, and a summary material about the issues to be discussed.

Article 15

1. The Partnership may work if half of the members have confirmed their presence, whereas, at least 50% of the private and civil sector.
2. In case of noncompliance with the condition from the previous paragraph, the meeting shall be postponed until new scheduling.
3. In case a member of the Partnership group is prevented from attending, they may give power of attorney to another person, who is an adequate representative of the institution/organization/company where the member of the partnership group belongs to.

Article 16

1. The Partnership group shall conduct its activities in premises of adequate conditions provided by the municipal administration.

2. The operational support to the work of the Partnership group shall be provided by the Department for local economic development and European integration, which shall perform the following activities:
- ▶ Preparation, in cooperation with the Chairperson of the session of the Partnership group (and other forms of work, according to article 11. and 12 of this Rules of Operation), keep minutes from the sessions and records of attendance of the members of the Partnership group, minding the gender structure,
 - ▶ Deliver to the members of the Partnership group a copy of the minutes from the session, within 7 days from holding the session or other manner of work,
 - ▶ Draft a report on the realization of conclusions from the previous session of the Partnership group,
 - ▶ If necessary, and in accordance with the conclusion of the Partnership group, organizes roundtables, workshops, forums, etc., regarding issues delegated by the members of the Partnership group,
 - ▶ Conducts reception and exchange of relevant information between sessions of the Partnership group, including preparation of information about publication on the official page of the municipal administration and other information media,
 - ▶ Collects/documents data about the work of the Partnership group and the contribution of the Partnership to the local economic and social development and protection of the environment (photographic documentation, press clippings, records on established contacts, etc).

Article 17

The Chair of the Partnership group at the beginning of every session:

- ▶ Determines the number of present members, the number of present as replacement members upon written power of attorney, number of invited persons, taking note about the gender structure,
- ▶ Proposes the Agenda for the session, and
- ▶ Opens the work upon adoption of the Agenda with note whether it is a plenary session or sectorial session.

5. Decision making on the sessions of the Partnership group (plenary and sectorial)

Article 18

1. The Partnership group works and decides if the condition from article 14 of this Rules of Operation has been fulfilled.
2. In case of lack of quorum, the Partnership Group may discuss certain issues, but only as consultations in the form of exchange of opinion, without decision making.
3. Before continuing with the Agenda, the transcript of the minutes of the previous session is verified, in accordance with article 15, paragraph 2, delivered to the members of the Partnership group, within 7 days of the day of holding the previous session.
4. The proposed agenda is adopted, with the possibility to amend it at the time of its adoption.

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Article 19

1. Review of certain items is done according to the order of the adopted agenda.
2. According to rule, introductory notes and explanations are submitted in relation to the issues within the agenda.
3. For the purpose of more efficient work, discussions may be limited in time.
4. The Partnership group may request that some of the issues be reviewed previously or afterwards by another working body, for promotion of development.
5. The Partnership shall be obliged to discuss and take a stand about the issues delegated by another working body in function of local development.

Article 20

1. The Partnership group shall decide about the form of the recommendations, conclusions, initiatives, proposals, and opinions.
2. The voting is public.

3. The decision is considered adopted if more than half of the present voted for the proposal, whereas the majority includes representatives of all social and economic partners.

6. Minutes on the work of the Partnership group

Article 21

1. The Minutes of every held session of the Partnership group shall contain the following:
 - ▶ Ordinal number of the session, date, time and venue, time of start and end of the session,
 - ▶ Record of attendance of the members of the Partnership group, and other attendees participating in the work, with consideration for the gender structure,
 - ▶ Adopted agenda,
 - ▶ Information about verification of the minutes from the previous session and realization of conclusion, recommendation, etc.
 - ▶ Summary of the discussion of every item on the agenda, with the names of introductory speakers and participants in the discussion,
 - ▶ The results of the vote and type of adopted decision (recommendation, conclusion, initiative, proposal, opinion) and to whom they are forwarded for further action.
2. The Chairperson may decide to introduce in the minutes other facts, considered important for the work and position of the Partnership group.
3. The Chairperson may decide to audio record the whole or part of the session, and they must inform the Partnership group thereof.

Final Provisions

Article 22

1. This Rules of Operation shall enter in force on the date of its adoption by the Partnership group, and it shall be published in the Official Gazette of the [municipality] and the official web page of the [municipality].
2. Amendments to the Rules of Operation shall be adopted in a manner and according to a procedure used for adoption of the Rules of Operation.

DECISION ON ESTABLISHMENT OF ECONOMIC COUNCIL OF THE [MUNICIPALITY]

Article 1

The Economic Council of the [municipality] (hereinafter as Economic Council) as a standing working body with the Mayor of the [municipality] is being established for the purposes of providing participation and influence of the representatives of economic and other activities for management with the local economic development and promotion of the business environment in the [municipality].

The Economic Council shall be an advisory body, which shall provide for opinions and undertake initiatives regarding issues related to the economy and measures for promotion of the local economic development.

The Economic Council shall have the function of communication and promotion of the public-private dialogue, and through direct cooperation between the municipality's administration and the representatives of the economic and other related activities.

Article 2

The Economic Council shall be composed of representatives of successful and influential economic companies in the area of the [municipality], including public companies, representatives of the regional chamber of commerce, representatives of independent economic operators, representatives of associations, educational institutions dedicated to education of professionals in the field of economy and related fields of activity, representatives from the employment agency, as well as representatives from the municipal administration involved in the field of economy.

At least half of the members of the Economic Council shall be representatives from companies from the most important industries in the region of the municipality, of which, at least one third from the manufacturing sector.

Members of the Economic Council shall be persons on relevant position within the companies, organizations and bodies where they come from.

The Economic Council may have at most 20 members.

The Economic Council shall be appointed by the Mayor, with a special decision in accordance with this one

Article 3

The Economic Council shall be a working body with the following mandate:

- ▶ Monitor the issues in the field of economy in the municipality and propose corresponding measures and recommendations for promotion of the economic development.
- ▶ Provide for opinion, recommendation and initiatives related to the preparation, notification and revision of the strategic plan for the development of the municipality and the Implementation plan
- ▶ Review of the important development issues and issues related to the promotion of the business environment and competitiveness,
- ▶ Start of initiatives (proposals, measures, recommendations) for improvement of the overall business environment in the [municipality],
- ▶ Provide for consulting support to the Mayor for decision making related to the economic development of the municipality, development programming and projects,
- ▶ Following of all issues of interest for the economy and the local economic development and propose corresponding measures and activities to the competent local bodies,
- ▶ Propose measures for promotion of the administrative procedures related to the local economic development,
- ▶ Consider and give opinion regarding proposed acts regulating local taxes and fees,
- ▶ Cooperate with same or similar bodies in other cities and municipalities, economic entities, institutions, bodies, organizations, and their associations, associations of producers, processors, and other interested organizations in issues relevant for their field,
- ▶ Monitor and participate in activities for promotion of the [municipality] and its economic potential,
- ▶ Review other issues related to the economy the local economic development in the [municipality].

Article 4

The Economic Council shall have a Chairperson and deputy Chairperson, who shall be elected by the members of the Economic Council, with majority of the votes of the total number of members.

The Economic Council shall perform its work in sessions, if there is majority of the total number of members present on the session.

The sessions of the Economic Council shall be held at least once in three months.

In the course of its work, the Economic Council shall decide with the majority votes of the present members on the issues in the field of its work, if not otherwise determined by this decision of the rules of operation of the Economic Council.

The Economic Council shall adopt conclusions by which it shall define its position, opinions, proposals or recommendations or shall file initiatives regarding certain issues occurring during their work, in accordance with this decision.

The Economic Council shall decide with majority of the votes from the total number of members on its Rules of Operation, which shall regulate in detail the issues of the internal arrangements, convening and holding of the sessions, education of the expert working bodies, maintenance and keeping records and acts and other issues important for efficient implementation of its functions. The Acts of the Economic Council shall be verified with the seal of the Mayor.

The organizational units of the municipal administration shall be obliged to review the conclusions, recommendations and initiatives of the Economic Council, to inform the Council about their opinions within a period not longer than 15 days, and upon request of the Economic Council, to submit data and information important for its work.

Professional, administrative and technical work for the purposes of the Economic Council shall be performed by the Office of the Mayor – Department for local economic development and European integration.

Article 5

The operation of the Economic Council may also involve representatives from economic and other associations, representatives of bodies, organizations, institutions and economic entities, when the Economic Council is deliberating on issues in their competence, field of activity or operation.

The Economic Council may organize conferences, roundtables and other forms of professional gatherings to discuss promotion of local economic development.

Article 6

In the course of performing activities in its scope of operation, the Economic Council may establish special working bodies per economic activity or other criteria, which shall have consultative role in analysis of some issues or for preparation of opinions and recommendations for the purposes of promotion of business activities.

Article 7

The decisions, rules of operation, and other acts adopted by the Permanent Economic Council so far shall remain in force as acts of the Economic Council.

The Chairperson and deputy chairperson who elected the current Permanent Economic Council shall remain in function until adoption of different decision of the Economic Council.

Article 8

The Decision on appointment of the Economic Council shall be adopted by the Mayor within 30 days of entry in force of this Decision.

Article 9

The Economic Council shall harmonize the Rules of Operation with the provisions of this decision within three months from the date of entry in force of this decision.

Article 10

This decision shall enter in force on the eighth day from its publication in the Official Gazette of the [municipality].

DECISION ON ESTABLISHMENT OF A PARTNERSHIP GROUP “PARTNERSHIP FOR DEVELOPMENT OF THE MUNICIPALITY” - SOCIAL DEVELOPMENT OF THE MUNICIPALITY

I

Active involvement of the citizens in the processes of management and decision making, in accordance with a standardized methodology for integrated management of the local development in [country], is strategic commitment of the [municipality]. As part of these activities, the [municipality] shall establish a Group “Partnership for development of the municipality”, as a key mechanism for involvement of the community and management of the local development, directed towards providing for the influence from the citizens in decision making regarding the economic and social development and protection of the environment.

“Partnership for development of the [municipality]” shall be an advisory body of the municipality, established by the Mayor, and it shall be an essential mechanism for involvement of the community and management of the local development, i.e. instrument for communication of the citizens with the municipal administration.

The Sectorial Partnership Group (SPG) for social development which shall be composed of representatives of education, health and social institutions (CSR), institutions of culture, civil associations active in this field, especially associations focused on vulnerable groups and social services, the Coordinative body for monitoring the implementation of the Strategy for development, the Media and the Department for local economic development and European Integration, should be focused on:

- ▶ Monitoring social movement and changes in the local community in order to promote the development and satisfy the need of the citizens in this field and propose activities to the local self-government and improvement of the procedures,
- ▶ Monitoring and evaluation of the implementation of projects and strategies for local social development;
- ▶ Reviewing of the Strategy on development and plans for its implementation;

- ▶ Consultative support to the Mayor in the decision making related to social development and development programming, including programming for social inclusion of the vulnerable groups;
- ▶ Cooperation with the Department for local economic development and European integration and the Coordinative body for monitoring the implementation of the Development Strategy.

II

The following persons have been appointed in “Partnership for development of the [municipality]” – the social sector:

1. [List of names and organizations]
- 2.

III

This Decision shall enter in force on the day of its adoption, and shall be published in the Official Gazette of the [municipality].

DECISION ON ESTABLISHMENT OF A PARTNERSHIP GROUP “PARTNERSHIP FOR DEVELOPMENT OF THE MUNICIPALITY” - PROTECTION OF THE ENVIRONMENT

I

Active involvement of the citizens in the processes of management and decision making, in accordance with a standardized methodology for integrated management of the local development in [country], is strategic commitment of the [municipality]. As part of these activities, the [municipality] shall establish a Group “Partnership for development of the municipality”, as a key mechanism for involvement of the community and management of the local development, directed towards providing for the influence from the citizens in decision making regarding the economic and social development and protection of the environment.

“Partnership for development of the [municipality]” shall be an advisory body of the municipality, established by the Mayor, and it shall be an essential mechanism for involvement of the community and management of the local development, i.e. instrument for communication of the citizens with the municipal administration.

The Sectorial partnership group for protection of the environment, composed of appointed members of the institutions relevant for protection of the environment, representatives from the Coordination body, representatives from civil associations active in this field, the Media and the department for local economic development and European integration, should focus on:

- ▶ Monitoring all issues of interest for protection of the environment, and proposing activities to the local self-government and improvement of the procedures;
- ▶ Monitoring and evaluation of the implementation of projects and strategies relevant for the protection of the environment;
- ▶ Reviewing of the Strategy on development and plans for its implementation;
- ▶ Consultative support to the Mayor on deciding about protection of the environment and development programs;
- ▶ Cooperation with the Department for local economic development and European integration and the Coordinative body for monitoring the implementation of the Development Strategy.

II

The following persons are appointed in the “Partnership for development of the [municipality]”:

1. [List of names and organizations]
- 2.

III

This Decision shall enter in force on the day of its adoption, and shall be published in the Official Gazette of the [municipality].

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