



SDGs for Our Cities and Communities

- Introduction Guideline -

(Second Edition)

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Undertaking SDGs at the Local Government Level**

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Preface

The year 2015 was a special year because the goals which determine the course of our world's sustainable development were successively announced. In September, at the United Nations Sustainable Development Summit held in New York, the 2030 Agenda for Sustainable Development with Sustainable Development Goals (SDGs) was adopted. The others adopted include the Sendai Framework for Disaster Risk Reduction 2015-2030 – a new international framework for disaster prevention – at the Third United Nations World Conference on Disaster Risk Reduction held at Sendai City, Japan in March, and the Paris Agreement – a new framework to address climate change – at the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC-COP21) held in Paris in November.

These global goals cannot be achieved unless wide-ranging entities including international institutions, national governments, local governments, industrial organizations, and each one of us living on this planet are united and cooperate with each other. In recent years, undertakings not only at the national level but also at the subnational level (i.e., prefectural governments and municipalities) – especially the roles and responsibilities of these local governments – are considered important for the attainment of these global goals. This is because local governments are administrative bodies operating at the closest level to civilian life and are responsible and capable of formulating and implementing the measures that are realistic and highly viable based on the actual situations of local economies, communities, cultures and history. Local governments are also expected to play a role as an intermediary between ministries, local industry groups and citizens, and facilitate cooperation among wide-ranging entities when putting plans in place to achieve policy goals. In October 2016, the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Ecuador was concluded with the declaration of the New Urban Agenda to promote sustainable urbanization through establishing a partnership on all international, regional, national and local government levels. Thus, local governments are facing more consequential roles and responsibilities than ever.

Under such circumstances, the Japanese government set up the “SDGs Promotion Headquarters” (headed by the Prime Minister) in May 2016. Following the “SDGs Promotion Roundtable Meetings” the government set out and announced in December 2016 the SDGs Implementation Guiding Principles, which shows its commitment to promoting SDGs in cooperation with all stakeholders including local governments. Founded in June 2017 was the “Expert Investigative Committee for Cities' SDGs Promotion (chaired by Emeritus Professor Shuzo Murakami of the University of Tokyo, with the Office for the Promotion of Overcoming Population Decline and Vitalizing Local

Economies, Cabinet Office, Government of Japan, serving as the secretariat).” Discussion is proceeding regarding the methodology for achieving local SDGs through rebuilding local communities. In July 2017, Japan’s progress in SDGs was reported at the United Nations High-level Political Forum and this guideline was also mentioned. In December 2017, Headquarter for
5 Overcoming Population Decline and Vitalizing Local Economy in Japan, Cabinet Secretariat released the “Regional Empowerment for Japan's Growth - Overcoming Population Decline and Revitalizing Local Economies: Japan's long-term Vision and Comprehensive Strategy (2017 revised version),” which includes the promotion of SDG projects by local governments as one of its objectives. The development of SDG projects at the local government level is therefore expected to
10 gather momentum.

This document was compiled as the guideline for undertaking SDGs at the local government level, which is the core of the 2030 Agenda adopted by the United Nations. It also includes the activity outcomes of the “Committee for the Development of a Guideline for Undertaking SDGs at the Local
15 Government Level (chairman: Shuzo Murakami),” which was established within the Institute for Building Environment and Energy Conservation with the support of the Housing Bureau of the Ministry of Land, Infrastructure, Transport and Tourism. We, committee members sincerely hope that the local governments find this guideline, titled “SDGs for Our Cities and Communities” useful and helpful for revitalizing local communities and constructing a rich, sustainable society.

20

Summary

Sustainable development and Sustainable Development Goals (SDGs)

- 5 SDGs are the challenges and goals specified to realize the sustainable development of people and the planet earth. Built upon the Millennium Development Goals (MDGs) adopted by the United Nations (UN) in 2000 and being inclusive of the issues that have not been attained by MDGs, SDGs are set out as a project to be implemented and fulfilled in the coming 15 years (i.e., by 2030).
- 10 In SDGs, the following five Ps are regarded as the foundations for making both development of humanity and sustainability of the earth possible.
- People
 - Planet
 - 15 • Prosperity
 - Peace
 - Partnership

The Japanese government has set forth the SDGs Implementation Guiding Principles and the Eight
20 Priority Areas (pillars of initiatives) as its primary challenges, in a corresponding way to these five Ps.

1. Empowerment of All People (People)
2. Achievement of Good Health and Longevity (People)
3. Creating Growth Market, Revitalization of Rural Areas, and Promoting Science Technology and
25 Innovation (Prosperity)
4. Sustainable and Resilient Land Use, Promoting Quality Infrastructure (Prosperity)
5. Energy Conservation, Renewable Energy, Climate Change Countermeasures, and Sound
Material-Cycle Society (Planet)
6. Conservation of Environment, including Biodiversity, Forests and the Oceans (Planet)
- 30 7. Achieving Peaceful, Safe and Secure Societies (Peace)
8. Strengthening the Means and Frameworks for the Implementation of the SDGs (Partnership)

As shown in Schematic diagram 1 on the next page, SDGs have 17 Goals and 169 Targets as
concrete achievements to be fulfilled, together with nearly 230 Indicators to quantitatively and
35 qualitatively measure the progress towards these Goals and Targets. The Goals and Targets are inseparable and integral, balancing the three dimensions that are considered crucial for the realization of sustainable development (i.e., economy, society and the environment).



1. Global goals towards 2030
2. Three-layered structure:
Goals (17), Target (169) and Indicator (\approx 230)
3. Progress monitoring and assessment
4. Universally applied to all countries and regions

Schematic diagram 1. An outline of Sustainable Development Goals (SDGs)

Undertakings towards SDGs that are required at the local government level

- 5 As represented by eradication of poverty, SDGs emphasize the importance of creating an inclusive society in which no one in the world will be left behind. To bring it into reality, (not some but) all countries and all stakeholders need to execute this plan of action under a collaborative partnership.

- 10 From the experience and lessons learnt through the formulation of MDGs, the new SDGs advocate the importance of undertakings at not only the national level but also all administrative levels, as described earlier. What is included by “all levels” is subnational (e.g., local governments), national, regional (involving several countries) and global. Therefore, expectations for undertakings at the local government level are higher than the previous MDGs.

- 15 Of the 17 Goals of SDGs, Goal 11 pertains to “Sustainable cities and communities.” Such explicit goal setting also shows high expectations for local governments. However, the scope of achievements by local governments is not necessarily limited to Goal 11. It is obvious that they also need to take responsibility for making contributions to the other 16 Goals.

SDGs are not aiding goals directed only at developing countries; they aim to eradicate or alleviate poverty (Goal 1), hunger (Goal 2) and poor health (Goal 3) at all levels of all nations including developed countries. In other words, a major achievement to be fulfilled is the improved quality of life (QOL) for every citizen in every country. The Local Autonomy Law of Japan defines the fundamental role of local governments as “extensively fulfilling the comprehensive administrative responsibilities in an autonomous manner for the respective areas, while having the enhancement of residents’ welfare as the principal purpose.” Towards the SDG-related goals that the Japanese government has set, each local government is obliged to plan and proceed with undertakings to improve the QOL of its citizens.

10 The pursuit of wide-ranging goals in SDGs can help resolve community issues that the Japanese local governments face, and contribute to sustainable development of communities (i.e., rebuilding of local communities). As the 3rd meeting of SDGs Promotion Headquarters in June 2017, Prime Minister Shinzo Abe said, “This is also the very drive to lead us to the rebuilding of local communities. I request all Cabinet ministers to cooperate in discussing and implementing the measures that can encourage local communities to work toward SDGs.” The SDG-related projects are therefore gaining attention as a means of rebuilding local communities, and a model for best practice needs to be built.

Purpose of drawing up the guideline and its expected readers

The expected readers of this guideline are all stakeholders who seek to create sustainable cities and communities, and revitalize local communities, including local government officials, citizens, those in NPOs or NGOs, and corporate officers or employees. This guideline helps these stakeholders plan and take on promoting SDGs for the creation of sustainable cities and communities.

As shown in Schematic diagram 2, the guideline provides information necessary for undertaking SDGs at the local government level in the following five steps:

- Step 1: Understand SDGs
- Step 2: Structure to work towards SDGs
- Step 3: Policy goals, specific targets and indicators
- Step 4: Action program
- Step 5: Follow-up

This guideline puts forward methodologies for introducing SDGs, which are the goals to be attained by 2030 across the world, in such a way to make them applicable to community issues. All local stakeholders take part in discussions, share the challenges, set goals and take action to achieve them. Therefore, the guideline encourages local governments to formulate and execute plans for their “SDGs for Our Cities and Communities.”

As an appendix, a “self-checklist for the assessment of progress in promoting local SDGs (Self-checklist for promoting local SDGs)” is provided at the end of the guideline. This checklist was prepared in accordance with the contents of the guideline (i.e., Steps 1 to 5). Therefore, please make use of the checklist, because the use of it enables you to know at which step you are now relative to the ongoing undertaking and from where you should proceed with the project.

Five steps in the guideline

Step 1: Understand SDGs



- 1-1: Understand the general outlines of SDGs
- 1-2: Understand the three-layered structure in SDGs
- 1-3: Understand the relationship between SDGs and local government roles

Step 2: Structure to work towards SDGs



- 2-1: Understand the importance of vertical and horizontal integrations by local governments
- 2-2: Facilitate vertical integration at levels from niches to global scales
- 2-3: Clarify involved stakeholders and facilitate horizontal integration
- 2-4: Establish a structure to promote SDGs

Step 3: Policy goals, specific targets and indicators



- 3-1: Marshal projects at the local government level
 - 3-1-1. Situating the local governments in the context of the SDGs Implementation Guiding Principles by the national government
 - 3-1-2. Marshalling community-specific challenges
- 3-2: Set policy goals
 - 3-2-1. Points to consider when setting policy goals and specific targets
 - 3-2-2. How to set policy goals and specific targets
- 3-3: Organize indicators to measure the progress in policy goals and specific targets
 - 3-3-1. Having community SDG indicators ready
 - 3-2-2. Examples of existing indicators
 - 3-2-3. Determination of specific targets

Step 4: Action program



- 4-1: Create an action program for community SDGs
- 4-2: Execute the action program for community SDGs
 - 4-2-1. Development of human resources in involved stakeholders
 - 4-2-2. Acquisition of financing for making the project viable
 - 4-2-3. Partnership between local governments

Step 5: Follow-up

- 5-1: Establish a follow-up system
- 5-2: Follow up the progress on a regular basis

Schematic diagram 2. Five steps necessary for local governments to take on SDGs

Glossary

Term	Description
2030 Agenda	Action Plan by 2030, for prosperity of human beings and the earth. Adopted by United Nations in 2015, with SDGs as the missions.
SDGs	Stands for Sustainable Development Goals. Comprised of 17 Goals, 169 Targets and 232 Indicators, as stipulated in the 2030 Agenda.
Goals	Motivational goals for development. SDGs have a total of 17 Goals with long-term perspectives.
Targets	Measurable targets for action. There are 169 Targets, which are sub-goals under the 17 Goals of SDGs.
Indicators	Assessment scales to determine the level of progress. A total of 232 indicators have been proposed for SDG progress management.
MDGs	Stands for Millennium Development Goals. Adopted at the United Nations Millennium Summit in 2000. Based on the United Nations Millennium Declaration, these are collective development goals for the international community. Some positive results had been achieved by the 2015 deadline.
Partnerships	Collaborative relationships. Coordinated systems. Cooperative mechanisms.
Stakeholders	Those who have a direct or indirect stake. Involved parties.
Inclusive	Pertains to a world in which no one is left behind and every one of us can participate in the social system as an integral member of the world.
Resilience	Interpreted as toughness, resistance, durability, ability to recover, flexibility, etc. Pertains to the ability to flexibly respond to external stresses such as natural disasters.
Backcasting	Determine the necessary actions of the present by working backwards from a specified future.
Policy goals	Goals that are set by individual local governments, based on the Goals and Targets of SDGs, etc.
Specific targets	Concrete targets that are determined in accordance with the policy goals.
KPIs	Stands for key performance indicators. Numerical representations of the progress in the specific targets of special importance.
Governance	Governing operation through the participation of individuals, groups and organizations, consensus formation and decision-making.
Follow-ups	A series of processes in which the course or outcomes of the project or action will be continually observed, managed and improved if necessary.
Empowerment	Pertains to providing the authority or support to stakeholders and encouraging them to autonomously take actions towards goals/targets.
Gender equality	The word gender implies the role as either of the two sexes (male or female) in relation to social and cultural differences. Gender equality advocates the elimination of discrimination stemming from such differences.
Sustainable development	Pertains to the development that is sustainable under the balanced condition of economy, society and environment, and meets the needs of the present without compromising the ability of future generations to meet their own needs.

Step 1: Understand SDGs

1-1. SDGs: What are Sustainable Development Goals?

In September 2015, the national leaders from all countries convened at the United Nations (UN) Headquarters in New York for the 70th UN General Assembly, and the “2030 Agenda for Sustainable Development” (2030 Agenda)¹ was adopted. This Agenda stipulates 17 Goals to be fulfilled
5 between 2016 and 2030. These are called Sustainable Development Goals (SDGs). Newly formulated, SDGs seek to build upon the Millennium Development Goals (MDGs) which were adopted in 2000. While MDGs mainly have targeted issues in developing countries, SDGs require all countries including developed countries to have their own responsibilities, thus serving as collective goals among all nations. As represented by eradication of poverty, the foremost achievement to be
10 expected is the realization of a world that is inclusive and no one will be left behind. The integration of three key dimensions for sustainable development (i.e., the economy, society and the environment) is also advocated. Despite lacking the legal binding force, many countries including both developed and developing countries have taken up the challenge of SDGs.

15 1-2. Three-layered structure in SDGs

SDGs are comprised of 17 Goals and 169 (more concrete and detailed) Targets that are allocated to each of the relevant Goals. To measure the progress in SDGs quantitatively and qualitatively, many Indicators² have been proposed by the UN Statistical Commission. Based on these Indicators, the progress in each country will be assessed on a regular basis. In promoting SDGs, it is important to
20 understand first this aforementioned three-layered structure.

- | | |
|---------------------------|--|
| 1. 17 Goals | ... Motivational goals for development |
| 2. 169 Targets | ... Measurable targets for action |
| 3. Approx. 230 Indicators | ... Assessment scales to determine the level of progress |

25







The following pages detail the 17 Goals (Table 1.1). Of these 17 Goals, Goal 11 is closely related to local governments and, from the 169 Targets and about 230 Indicators, those related to Goal 11 are listed in Figure 1.1. Regarding Indicators, their data collectability and practicability are still under discussion in the UN Statistical Commission. For the latest information, please refer to the UN
30 Statistical Commission website, as it will be updated accordingly.

- UN Statistical Commission homepage on SDG indicators <http://unstats.un.org/sdgs/>
- Latest list of SDG indicators <http://unstats.un.org/sdgs/indicators/indicators-list/>


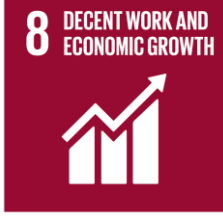



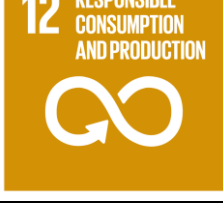
¹ Source: [United Nations, 2015a]






² The 232 indicators may be subject to change, as the discussions on their practicability are still in progress at the UN Statistical Commission.

Table 1.1 17 Goals of SDGs ³

Goal		
	1. NO POVERTY	End poverty in all its forms everywhere
	2. ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	3. GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages
	4. QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	5. GENDER EQUALITY	Achieve gender equality and empower all women and girls
	6. CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all

³ Reference: [Ministry of Internal Affairs and Communications, 2017]

 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>7. AFFORDABLE AND CLEAN ENERGY</p>	<p>access to affordable, reliable, sustainable and modern energy for all</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8. DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>9. INDUSTRY, INNOVATION, AND INFRASTRUCTURE</p>	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>10. REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>11. SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>12. RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p>

	<p>13. CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>
	<p>14. LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>
	<p>15. LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>
	<p>16. PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
	<p>17. PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthen the means of implementation and revitalize a global partnership for sustainable development</p>

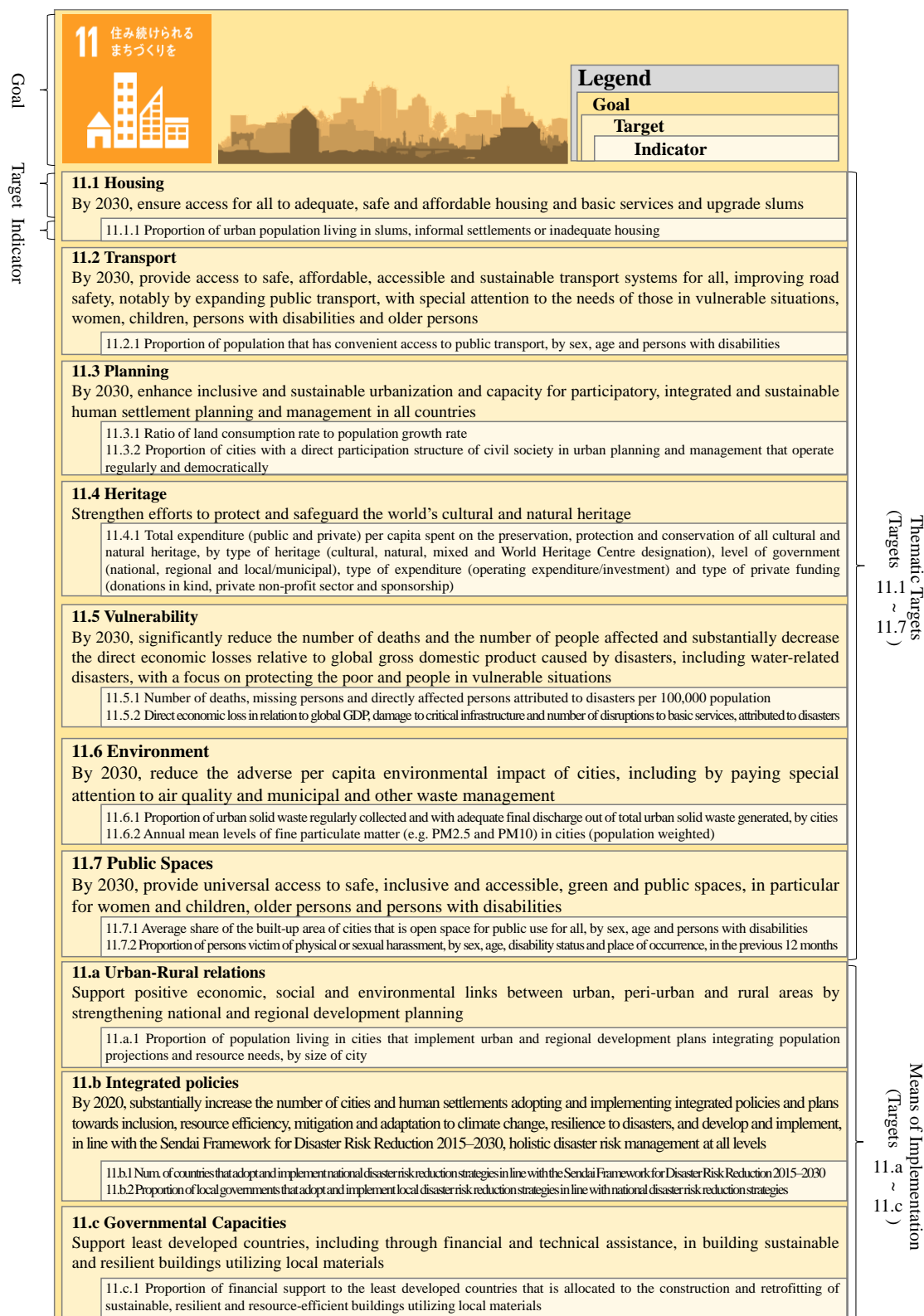


Figure 1.1 Three-layered structure in SDGs (About goal 11)⁴

⁴ Reference: [Ministry of Foreign Affairs of Japan, 2016] , [Ministry of Internal Affairs and Communications, 2017]

1-3. Situating the roles of local governments in the context of SDGs

Adopted in 2000, MDGs tended to focus on the provision of aid to developing countries. On the other hand, SDGs are distinctive in terms of calling any stakeholders in the world including developed countries for putting everyone’s efforts together to construct a sustainable world. SDGs are especially characterized by the implementation at the regional level (involving several countries, not just a single country) or the subnational level (below-the-nation-level entities including local governments), neither of which are emphasized in MDGs and are looked to with high expectations.

1-3-1 Situating the roles of local governments in the context of each of the SDGs

Among the 17 Goals of SDGs, Goal 11 pertains to Sustainable Cities and Communities. As shown in Figure 1.1, it advocates the importance of inclusive governance in which no one will be left behind, and the necessity of sustainable urban planning and management. Of the 17 Goals, Goal 11 can be regarded as the most intimately associated with local governments. Its distinctive quality as a goal is described in Column 1. Goal 11 cannot be fulfilled without the participation of local governments. However, their roles and responsibilities are not limited only to the scope of Goal 11. They can be the key to the other 16 Goals as well.

For example, Goal 11 requires the reduction of the global environmental burden including air quality improvement. The undertakings to improve air quality can also improve people’s health (related to Goal 3), lead to reduced emissions of chemicals into the air (Goal 12), and contribute to mitigating climate change through reduced emissions of air pollutants with greenhouse effect gases (Goal 13). Goal 11 is therefore deeply linked with many of the other Goals. Depending on the measures to be put in place, the obtained results can exceed the expected levels of direct outcomes as a result of indirect secondary effects. However, it should be kept in mind that negative by-products can also be brought about. It is therefore critical for each of the stakeholders in local governments to understand the essence of SDGs, and map out and execute plans cross-functionally.

The deadline of SDGs is the year 2030. By then, these Goals are supposed to be reached worldwide. Because the creation of sustainable cities by local governments across the world is indispensable to the success, SDGs can be regarded as a “tool” that is of use and relevant to their goals for city development.

Column 1: SDG Goal 11 (Urban SDG)

In principle, SDGs were formulated from each viewpoint of the aspects necessary for the creation of sustainable societies across the world. Of the 17 Goals, only Goal 11 (i.e., make cities and human settlements inclusive, safe, resilient and sustainable) depicts a concrete image of space with specific attributes, thus distinguishing itself from the other 16 Goals.

Goal 11 is known as the Urban SDG. As phrased by “Systems of Systems,” a city is made up of wide-ranging systems (e.g., an energy system, information system, traffic system, water and sewer system, social system, and economic system), and their intersystem cooperation and integration are strongly required. Therefore, it is necessary for cities to take a holistic approach while having various SDGs in view. In this sense, the Urban SDG can be considered to contain the other 16 SDGs in its scope as well, which explains why urban issues are often the center of interest.










Against a backdrop of rapid urbanization taking place around the world, the inclusion of urban issues as one of the SDGs encourages the practice of a holistic approach to the creation of sustainable cities, thereby aiming to accelerate the promotion of other SDGs as well.

Table 1.2 on the next page shows how local governments are related to 17 Goals (SDGs) and how they can engage in contributing to achieving these Goals.

Table 1.2 Relationship between the 17 Goals (SDGs) and local governments⁵

Goal	Possible roles by local governments
	<p>1. NO POVERTY Local governments are in the most capable position to help those living in poverty and hardship. Each of the local governments is required to provide fine-tuned support, so that the minimum requirements for life can be ensured for each one of the citizens.</p>
	<p>2. ZERO HUNGER Local governments can facilitate food production such as agriculture and livestock raising through utilization of natural assets including land and water resources. Appropriate planning on land use is essential for this purpose. Local governments can contribute to securing safe food by promoting food production activities including urban farming in both public and private lands.</p>
	<p>3. GOOD HEALTH AND WELL-BEING Maintaining residents' health constitutes the very foundation of the health and welfare services in local governments. The operation of the universal healthcare system is also effective in this regard. In some studies, it has been reported that keeping a good urban environment is necessary for maintaining and improving residents' health.</p>
	<p>4. QUALITY EDUCATION The roles of local governments in educational systems, especially at elementary levels including compulsory education, can be profound. It matters what local governments can provide to both school and social education from a viewpoint of increasing intellectual levels of residents.</p>
	<p>5. GENDER EQUALITY The involvement of local governments in human rights protection for the weak such as women and children is crucial. To make their administrative and social systems reflect gender equality, it is also meaningful to increase female proportions in their offices, councils, etc.</p>
	<p>6. CLEAN WATER AND SANITATION The accessibility to safe, clean water is the basis of each person's daily life. As water is often supplied as part of municipal services, it is also of great importance to maintain good water quality through the environmental conservation of water sources.</p>
	<p>7. AFFORDABLE AND CLEAN ENERGY The major roles of local governments include improving the accessibility to sustainable energy sources that are economical, efficient and reliable, for example, by promoting energy conservation and use of renewable energy through actual applications to public buildings, or supporting residents who want to employ energy-saving measures or renewable energy sources.</p>
	<p>8. DECENT WORK AND ECONOMIC GROWTH Local governments can get directly involved in revitalizing local economies or creating employment through the implementation of economic growth strategies. Working conditions can also be improved by making the working environment better or implementing better social service systems.</p>

⁵ Reference: [UCLG, 2015]

	<p>9. INDUSTRY, INNOVATION, AND INFRASTRUCTURE</p> <p>Local governments have extremely high responsibility for local infrastructure maintenance and improvement. Creation of new industries or innovations can be facilitated by incorporating the provision of backups for local businesses, etc., in local economic revitalization strategies.</p>
	<p>10. REDUCED INEQUALITIES</p> <p>To eliminate discrimination and prejudice, local governments can take a leading role. While respecting the opinions of the minority, the creation of a city with no inequalities or partialities is required.</p>
	<p>11. SUSTAINABLE CITIES AND COMMUNITIES</p> <p>The ultimate goal for the head of the local government and local government officials is the creation of an inclusive, safe, resilient and sustainable city, which in itself underlies the meaning of their existence. Against a backdrop of urbanization taking place worldwide, their roles are becoming far-ranging.</p>
	<p>12. RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>When proceeding with reducing environmental impacts, sustainable production and consumption come at the top of the agenda. To promote this, it is necessary for each one of the residents to reconsider his/her standpoint or deeds. By deeply establishing the concept of energy conservation and 3R through environmental education to residents, etc., local governments can accelerate such movement.</p>
	<p>13. CLIMATE ACTION</p> <p>The situation of climate change gets more serious every year. The impacts have already surfaced in many visible forms. In addition to the on-going mitigating measures such as greenhouse gas reduction, local governments are required to use their initiative and formulate climate change adaptation plans.</p>
	<p>14. LIFE BELOW WATER</p> <p>Of the sea pollution causes, 80% are considered to result from activities on land. To make sure that no contaminants produced in cities flow through rivers, etc., out into the ocean, it is important for local governments not only in coastal areas but also any other cities to take measures against pollution.</p>
	<p>15. LIFE ON LAND</p> <p>Natural ecosystem protection is closely related to land use planning, on which local governments have influence. To extensively protect natural assets, they are invariably required to cooperate with the national government, the neighboring local governments and any other stakeholders, rather than independently implementing measures.</p>
	<p>16. PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p>Local governments have a huge responsibility to create a peaceful, just society. The examples of what they can do include encouraging residents to have their say and creating their participation opportunities to reduce violence and crimes.</p>
	<p>17. PARTNERSHIPS FOR THE GOALS</p> <p>Local governments can build bridges between many stakeholders such as public and private sectors, citizens, NGOs and NPOs, thus functioning as the linchpin of promoting the partnerships. The establishment of cooperative relationships among them is essential in constructing a sustainable world.</p>

1-3-2. The necessity of working towards SDGs at the local government level⁶

As shown in Table 1.2, the involvement of local governments is a prerequisite for the attainment of SDGs in the UN 2030 Agenda. In achieving SDGs, expectations for local governments are high because:

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1) They are in the most capable position to tackle both local issues and national/global challenges,
2) They can encourage wide-ranging stakeholders to get themselves actively involved,
3) They have abundant experience with advanced practical applications in sustainable development,

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4) They can be the fountain of new ideas that are aspiring and innovative,
5) Cities are the hub of people's lives and economic activities, and
6) Cities can be the starting point for transforming the world.

1) Being in the most capable position to tackle both local issues and national/global challenges

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Local governments are in an extremely important position because they can cooperate with the national government and, at the same time, they can directly work together with stakeholders in communities such as residents and local business entities. While referring to the national guidelines, they, as administrative bodies having the closest relation to people's lives, are required to formulate unique and attractive measures by making use of the local situations and advantages. Their active involvement and contribution to UN or national policies and the consequent community revitalization are expected. In other words, taking the adoption of the UN 2030 Agenda as an opportunity, local governments need to respect local individuality with the concept of SDGs tailored to their cities while understanding the world trends, and accordingly formulate fitting plans and measures to address local issues.

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2) Able to encourage wide-ranging stakeholders to get themselves actively involved

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Inclusive, cross-sectoral approaches are essential to achieve SDGs. For this purpose, it is necessary for many stakeholders such as national/local governments, residents, civil groups, companies and universities to take holistic approaches in a coordinated manner. Generally speaking, cooperation is often difficult between the stakeholders with different occupational backgrounds. However, with a local government functioning as an intermediary, such difficulties can be smoothed out, making the collaboration easier.

⁶ Reference: [ICLEI, 2015a]

3) Having abundant experience with advanced practical applications in sustainable development

Local governments develop and provide various services to support people's lives on a daily basis. Their experience is building up every year, while their roles are getting more far-reaching. Many local governments in the world have already proclaimed that their goal is to become a sustainable city. Several successful development cases working towards sustainable cities have also been reported, including Japan's "FutureCity" Initiative which started in 2008. By sharing best practices in such development across the world, we can make good progress in achieving SDGs.

In recent years, there is an increasing global trend of population inflows into large cities (i.e., large local governments), making their roles and responsibilities more challenging every year. If these large cities undertake SDGs in cooperation with the neighboring local governments, balanced development of both sides can be made.

4) Able to be the fountain of new ideas that are aspiring and innovative

Cities have been historically the source of innovation. Especially since the end of the 20th century, cities have implemented various measures to improve their sustainability and resilience. Having advantages such as the proximity to where things are actually happening and the consequent ease of obtaining insights, cities are gaining more importance as the base for the creation of aspiring and innovative ideas. By proactively undertaking SDGs, local governments can produce/provide a good living environment, attracting talented people in communities, and eventually enhancing the capability to bring about more innovations.

5) Being the hub of people's lives and economic activities

Cities are the hub of people's lives and economic activities with concentrated assets of people, information, goods, funds, etc. Being the hub in which complicatedly interwoven systems of economy, society and environment are in operation, no cities can function without cross-sectoral collaboration. Therefore, if local governments can lead the way through cross-sectoral, comprehensive undertakings towards SDGs, that will significantly contribute to further revitalization of the communities.

6) Able to be the starting point for transforming the world

More than half of the world's population lives in cities, and more than 70% of global greenhouse gas emissions come from cities. Most of economic activity takes place in cities. These indicate that if we can change cities, we can change the world. The SDGs, if promoted in cooperation with international organizations and every country, may allow us to take a shortcut to city transformation.

1-3-3. Framework for implementing SDGs at the local government level

Figure 1.2 shows a framework required when local governments start projects for SDGs. In association with the national government’s policies, the nature of the projects can be of two types: obligatory or self-motivating. By following this classification, the purpose of each project for communities can be clarified, thus enabling SDGs to be undertaken efficiently.

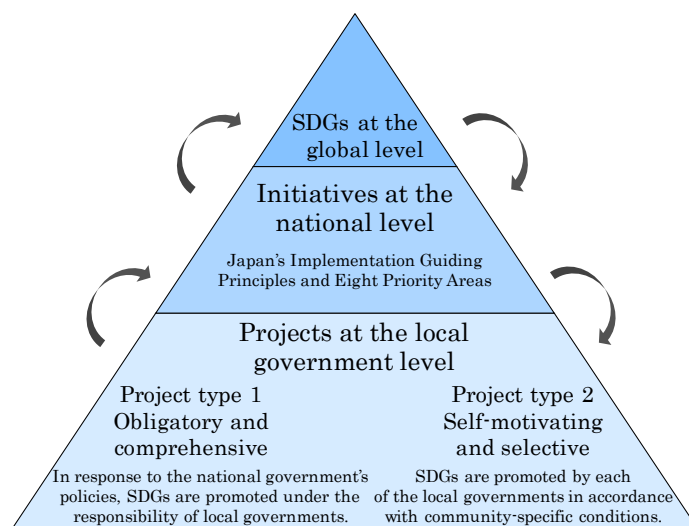


Figure 1.2 Framework for implementing SDGs at the local government level

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Project type 1: Obligatory and comprehensive

In December 2016, the Japanese government announced the SDGs Implementation Guiding Principles and the Eight Priority Areas. In line with the principles, each ministry will start implementing relevant measures according to its missions. Once measures are formulated by ministries, their next step is likely to provide local governments with implementation directions for respective SDGs in accordance with their formulated measures. Like other tasks for local governments, the instructions they receive will constitute part of their routine administrative activities and be executed under their responsibility. The instructions from ministries are expected to be comprehensive and encompass the Eight Priority Areas.

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Project type 2: Self-motivating and selective

Rebuilding of local communities and community revitalization are the primary policies of the Japanese government. In line with the policies, each of the local governments has individually mapped out the plans for development and revitalization. These plans are generally abundant in originality, reflecting the community-specific issues. Many of the Goals, Targets and Indicators of SDGs can be of use for planning such unique local revitalization measures. It is effective for local governments to select, from many SDG items, those relevant and applicable to their situations, and

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make their own revitalization plans using SDGs as a new starting point. For example, with regard to the local governments designated as “Eco-Model Cities” or “FutureCities”, each project seeks to create new environmental, social and economic values in a very distinctive manner. Although these projects do not start from SDGs, they can be referred to as leading case examples of SDG-based community revitalization plans.

In either project type 1 (obligatory and comprehensive) or project type 2 (self-motivating and selective), it is important to work towards SDGs in a balanced manner with the already established plans such as the comprehensive plan, basic environmental plan, regional comprehensive strategy, and manifesto commitments by the head of the local government. When compared with project type 1, project type 2 often handles the issues that are relatively new. Because of its high degree of freedom in selecting which issues to be addressed, project type 2 is expected to encounter many difficulties in planning on how to implement SDGs. Therefore, this guideline mainly focuses on project type 2, as clearly shown by the title “SDGs for Our Cities and Communities.”

1-3-4. Merits of working towards SDGs at the local government level

SDGs are global goals that summarize the achievements to be fulfilled worldwide by 2030. What are the merits of working towards such SDGs at the local government level? The following are some examples:

- 1) QOL improvement for all residents
- 2) Promotion of fine-tuned city development based on the unique background of each community
- 3) Creation of synergistic effects by integrating economic, social and environmental measures
- 4) Promotion of partnerships among various stakeholders in Japan
- 5) Promotion of global partnerships
- 6) Creation of a self-sustaining virtuous cycle through working towards SDGs

1) Quality of life (QOL) improvement for all residents

Local governments are responsible for improving the QOL of all residents in respective cities. As a high QOL of residents means that the city is attractive, more people are likely to come and settle there. Short-term improvements such as provision of better daily life services and housing accessibility do not suffice to improve QOL. Medium and long-term perspectives are required when proceeding with a sustainable city development process. By making use of Goals, Targets and Indicators of SDGs (which constitute the core documents of the 2030 Agenda) in an integrated manner, the current QOL level can be determined and the policy goals can be set out from medium and long-term perspectives. It will therefore become easier for local governments to promote effective measures for improving residents’ QOL.

2) Promotion of fine-tuned city development based on the unique background of each community

When obtaining a fresh, panoramic view of the familiar city and measuring it using a new international tool (i.e., SDGs), we come to realize the distinctive characteristics of the community that we have not seen or recognized. Therefore, it becomes possible to dig up the hidden strong points of the community and utilize them for making the city more attractive. If weak points that have been overlooked are identified, they can be improved to facilitate further development and eventual rebuilding of the local community. Creation of a city like no other city, or with individuality that stands out, can strengthen the local identity, together with many other beneficial effects such as the nurturing of civic pride, a sense of unity, community branding, and solving local issues.

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3) Creation of synergistic effects by integrating economic, social and environmental measures

The effects of economic, social and environmental policies were conventionally considered to be a trade-off. However, SDGs advocate the integration of these three policies, emphasizing their indivisibility. These policies can bring multiple cross-sectoral effects through the implementation of even a single measure, if they are effectively handled in a cooperative and coordinated manner among related departments and stakeholders, instead of being regarded as policies opposed to each other.

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For example, promotion of environmentally responsible housing can result in not only reduced environmental impacts, but also economic advantages through cutting utility bills or improved health of occupants through a better indoor environment. Local housing industries may also be boosted. As described here, the benefits that are obtained in addition to the intended goal by implementing a measure are called co-benefits. Such co-benefits can also be created for SDG promotion by sorting out what measures can produce ripple effects in which fields. The economic rationality of a project can be substantially improved through the creation and visualization of co-benefits.

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4) Promotion of partnerships among various stakeholders in Japan

SDGs cannot be achieved only by local governments. To be successful, because their human resources are limited, it is necessary to cooperate with various stakeholders, assign a role or tasks to each of them, and implement measures in close partnership with them. The key is to ask for participation, as partners, from the external organizations including other local governments. Through this process, partnerships among various stakeholders can be solidified while having the community in the center. As SDGs are the world's so-called common language, having the ability of using them helps build partnerships with stakeholders in any country, including Japan.

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5) Promotion of global partnerships

Because the Goals, Targets and Indicators of SDGs are comprehensive, you might think: Most of them have already been solved in “our city.” However, looking around the world, you may find that some countries or cities are facing the problems that your city had been facing before. If we can familiarize ourselves with the world outside our islands, imagine the places far from us, and give a thought to what we can do to solve their problems based on our experience, these can be the first steps to build a connection to the outside world. In doing so, we will also have a chance to review the current situations in our cities.

Japanese local governments have already taken part in various international joint projects. However, reframing the available solutions or experiences of local governments, companies, NGOs or any other stakeholders and providing such information in the world’s common language (SDGs) can bring a good opportunity to collaborate with other countries or overseas local governments to which these solutions may be useful. The process of obtaining accurate insights into their SDG-related challenges and finding the right solution through collaboration will allow Japanese local governments to improve their power to create further innovations.

6) Creation of a self-sustaining virtuous cycle through working towards SDGs

In the process of working towards global goals such as SDGs, we may produce a best practice or may experience a failure. However, if we can learn a lesson from failures and use it to formulate more fitting measures, these experiences will be our assets. When taking up a new challenge, we will face difficulties. By repeatedly experiencing successes and failures, we can build up the knowledge and know-how that will benefit local governments and communities. Once a project has started gathering momentum, it will accelerate, forming a self-sustaining virtuous cycle. This is one of the biggest rewards we will receive by making efforts towards achieving SDGs.

As shown by the six merits above, working towards SDGs at the local government level can bring sustainable development, which in turn can facilitate the revitalization of local governments and contribute to rebuilding local communities.

The objectives of rebuilding local communities include curbing the falling birthrate and the aging population, overcoming the decline in local populations and shrinking local economies, and ensuring the power to grow in the coming years. To be equipped with such power, it is essential for a city to revitalize local communities and make itself sustainable to enable people to live with a sense of security.

With the use of Goals, Targets and Indicators of SDGs, multiple stakeholders such as national/local governments, companies and citizens can share the common language that can serve as a platform for rebuilding local communities. This makes it easier to understand policy goals and get administrative tasks done through effective collaboration, enabling us to make further progress towards solving the issues related to the rebuilding of local communities.

Step 2: Structure to work towards SDGs

2-1. The importance of vertical and horizontal integrations by local governments⁷

A new framework is required to achieve SDGs – comprehensive goals ranging across multiple areas. To fulfill SDGs effectively, collaboration among many stakeholders is useful. What is needed is a framework that allows each of the stakeholders to take a bold step irrespective of their standpoints and collaborate cross-functionally. The key here lies in vertical and horizontal integrations by local governments.

The vertical integration by local governments pertains to cooperating while allocating the roles appropriately on different governance levels: individual/small group level, municipal level, prefectural local government level, and national government level. It is also called multi-level governance. Cooperation here includes facilitating the interaction between staff in executing measures, sharing the concept or vision for the future, financially helping each other to implement measures, and sharing the fruits of the measures in place. In doing so, redundancy of double administration systems can be avoided, making efficient operation possible.

The horizontal integration

by local governments pertains to working in a coordinated manner among different governance groups present within a local government. Instead of each department independently working on the assigned agenda, these departments should work together with other relevant departments/divisions in a local government or external stakeholders through information exchange or interaction between staff, thereby effectively managing the operation to minimize redundant procedures or work. Such synergistic effects through collaboration are of value. In this way, administrative inefficiencies such as similar measures being repeatedly implemented in different institutions, departments or divisions can be eliminated. If each of the institutions, departments and divisions conducts self-assessment on which of the 17 Goals (SDGs) they can positively contribute to and summarizes the results, the areas suitable for cooperation within a local government can be identified, thereby putting their horizontal integration forward. This guideline mainly focuses on how to work in horizontal integration at the local government level.

2-2. Vertical integration at levels from niches to global scales

Figure 2.1 illustrates a concept of vertical integration by local governments at different levels from individuals/small groups to global scales. The important roles of local governments include fostering various seeds of innovations at the individual or small group level in which frontrunners can take an active role (called a niche), systematizing their best practices, and incorporating them into the community framework (local regime). While having world movements and trends (global regime) in view, local governments should also implement the best practice-incorporated framework in local communities. By widening the focus from niches to the globe, they can nurture the community-rooted shoots of reformation with a global eye, and effectively run an operation that fits the reality.

⁷ Reference: [ICLEI, 2015b]

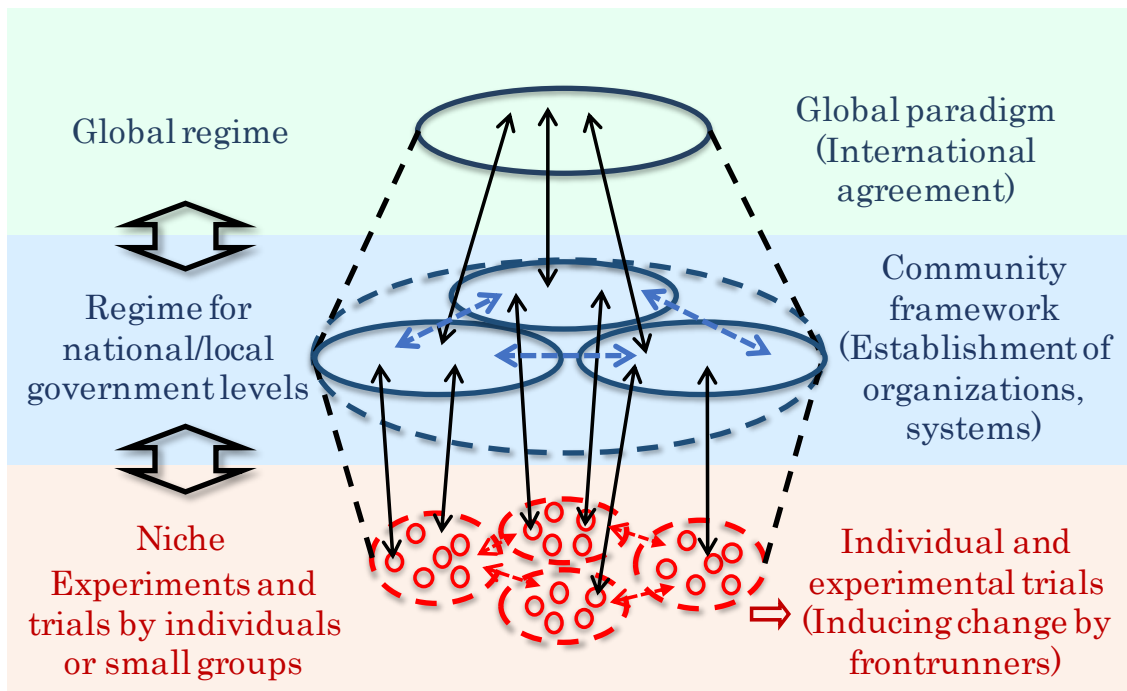


Figure 2.1 Vertical integration framework for SDG promotion from niches to global scales⁸

2-3. Clarification of involved stakeholders and horizontal integration

5 When planning and taking up projects for SDGs, it is difficult to handle all SDG-related matters if available human resources are only those in a local government. Participation from wide-ranging stakeholders in addition to the local government should be called for as required, while taking the establishment of a new framework into consideration. The local government therefore needs to clarify the involved stakeholders inside/outside its own organization for each project and allocates or shares the specific targets, roles and responsibilities among the stakeholders. In the case of cooperation with stakeholders from the private sector, proceeding in a bureaucratic manner is not likely to work and therefore, it is advisable to have discussions about how they can collaborate. To let the project progress efficiently, all stakeholders need to work together and fulfill their assigned roles under the leadership of local governments.

15 One of the major roles for local governments is project management, through which they recruit the stakeholders necessary for the project, facilitate the collaboration, and enable the project to progress smoothly. Local governments are capable of providing leadership required for handling various issues on sustainability. Table 2.1 lists the stakeholders and their roles in promoting local SDGs. Column 2 at the end of this chapter gives an example of how to clarify the stakeholders involved.

⁸ Reference: [Jan Rotmans, René Kemp, Marjolein van Asselt, 2001]

Table 2.1 Stakeholders and their roles in promoting local SDGs⁹

(Based on “Getting Started with the SDGs in Cities,” etc.)

Stakeholder	Specific examples	Roles and responsibilities in promoting SDGs
Local governments	Local governments, local government officials, public institutions	<ul style="list-style-type: none"> • Promote, as a leader, the localization of SDGs within a local government
National government		<ul style="list-style-type: none"> • Establish systems and determine priorities • Support financially local governments, and help formulate programs
Legislative bodies and the members	Diet members, prefectural assembly members, municipal council members	<ul style="list-style-type: none"> • Listen to the opinions of locals • Support legislation and funding
Citizens, NGOs, NPOs, CSOs	Citizens, non-governmental organizations, civil society organizations	<ul style="list-style-type: none"> • Dig up information at grassroots level • Support bottom-up approaches • Keep an eye on the accountability of national/local governments and companies • Help formulate plans in accordance with community needs
Companies and industries	Local business operators and multinational corporations, business leaders, co-ops, labor unions	<ul style="list-style-type: none"> • Create employment • Protect workers • Technological innovation • CSR operations and financial contributions
Universities	Universities, advanced educational institutions	<ul style="list-style-type: none"> • R&D • Analyze the latest data and policies • Foster next-generation leaders
Specialists	Architects, urban planners, geographers, lawyers, economists, sociologists, engineers, etc.	<ul style="list-style-type: none"> • Help provide locals with the knowledge in the respective specialized fields from neutral and professional points of view.
Financial institutions	Local or global financial institutions, banks especially engaging in the development of housing and urban infrastructure	<ul style="list-style-type: none"> • Support through long-term loans with low interest or initial funding for infrastructure maintenance/improvement • Support through investment in pilot programs
International organizations	UN, other international organizations	<ul style="list-style-type: none"> • Help local governments to localize SDGs, using their abundant data and experience
Urban networks	ICLEI, UCLG, C40 etc.*	<ul style="list-style-type: none"> • Promote intercity partnerships • Help undertake pilot projects • Provide the guidelines for SDG localization

* ICLEI: an international interurban network for realization of sustainable societies

UCLG: an international organization for local governments

C40: a climate leadership group of the world's major cities

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⁹ Reference: [SDSN, 2016]

2-4. Establishment of an SDG promotion structure

For the attainment of SDGs, it is vital for the head of the local government, local government officials, local business entities, citizens and many other stakeholders to participate and cooperate. It is also crucial to clarify the project purposes, envision the final outcomes, and share them among all stakeholders. In doing so, it becomes possible to prevent stakeholders from losing the vision and getting carried away without making a cooperative effort or the SDG promotion team from losing their integrity. The system to promote SDGs should be continually kept adjusted while checking on the purposes and targets at a given time. The best approach may differ from community to community, but there are generally two types of approaches as shown in Figure 2.2: top-down and bottom-up. It is important to know and use wisely the strengths of each approach.

In the top-down approach (I → II), the SDG promotion team (hereafter provisionally referred to as the Management Board) is founded with members of the head of the local government, the director of each level (at the so-called in-house meeting level), stakeholders and external advisors. They share the same vision for SDGs and determine the project policies, etc. It would also be effective to issue an “SDG promotion statement” to the inside and outside of the community. The next step is to notify those at each level of the decisions made by the Management Board (e.g., policies). At each level, officers will proceed with the project by fulfilling their roles and responsibilities. It is also considered useful to set up an SDG promotion project team at each level and enable these project teams to work in vertical integration.

In the bottom-up approach (II → I), the vision for SDGs is shared within each level. Each level frames an SDG project proposal, which will be submitted to the head of the local government or the top of the administration including the director of each level. After a consensus is formed, the proposed project will be carried out by the entire local government. It is also important to listen to the ideas of external niche front-runners at the early stage.

To properly address global, wide-ranging goals such as SDGs, it is necessary to collect the latest information in Japan as well as other countries and publicize/share the best practices. Therefore, setting up a team specializing in information collection and public relations is also considered helpful. Some of the tasks in a project may need to be managed and led by the stakeholders other than the administrative body of a local government, to get through the challenges posed by SDGs. When this is the case, local governments need to improve their capabilities as a coordinator, for example, to allocate the roles among stakeholders, or determine how the cooperation should be carried out. The above-mentioned approaches are general methods for building an SDG promotion system. Provided in Column 3 at the end of this chapter is another example of how to build a mechanism by which challenges, ideas, etc., can be actively incorporated into the administrative system. This is a new framework being practically applied overseas, etc.

A “self-checklist for the assessment of progress in promoting local SDGs (Self-checklist for promoting local SDGs)” is provided as an appendix at the end of this guideline. This checklist can be used as a progress management tool not only for Step 2, but is also applicable to any step of the project. In promoting SDGs, please make use of this checklist as needed.

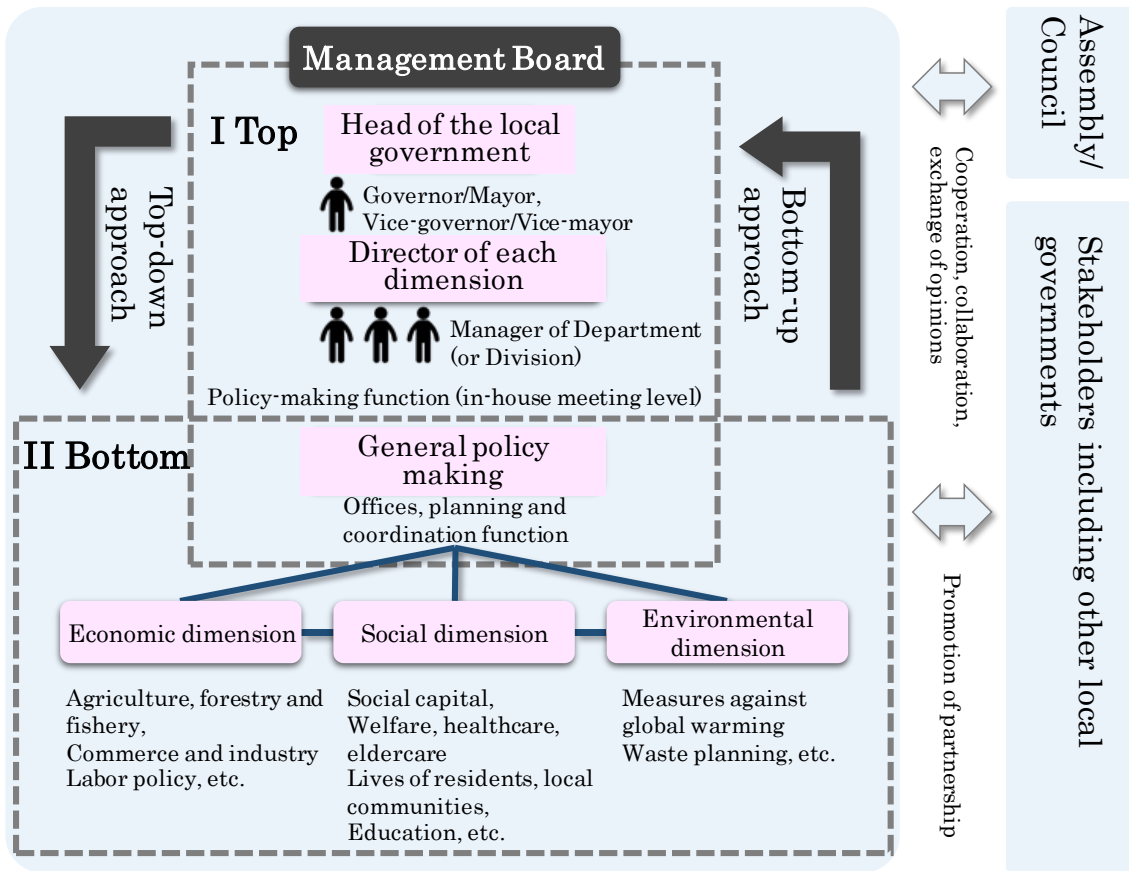
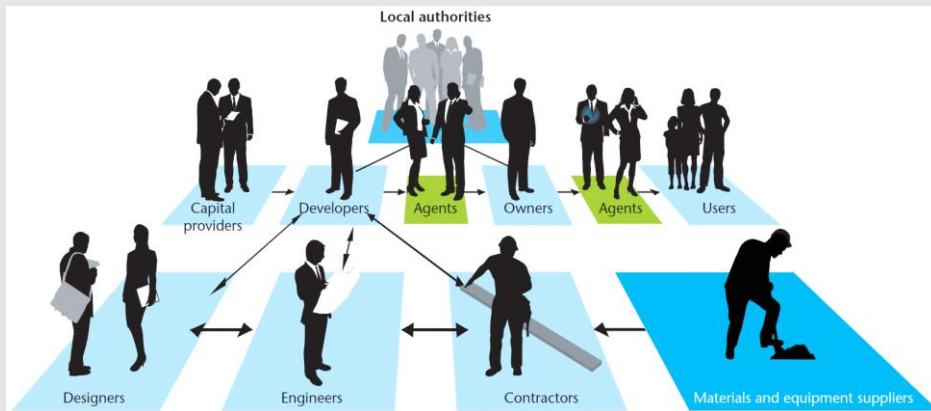


Figure 2.2 Top-down and bottom-up approaches of a local government

Column 2: An example of stakeholder mapping

(A case of the construction sector) (Source: [WBCSD, 2008])

Given below is a diagram of mapping when a building construction project is taken as an example. It clarifies who are involved stakeholders. As shown below, a single construction project involves wide-ranging stakeholders in connection with a local government.



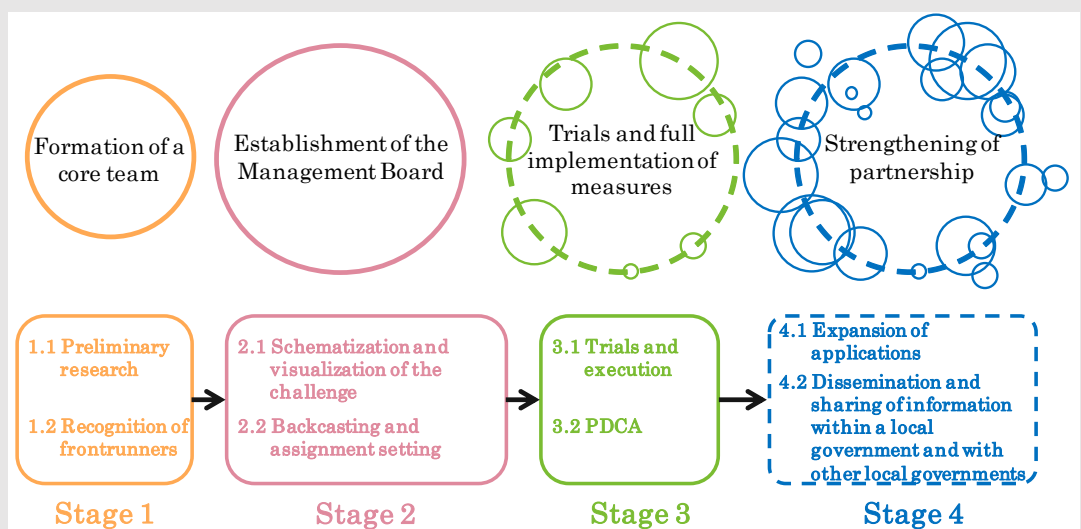
Column 3: How to set up a mechanism to incorporate challenges, ideas, etc., into the administrative system (an example)

When undertaking a new challenge, one may face the walls of the existing framework or system in operation. To break through such encircling situations, it is effective to make way for a responsive mechanism to change.

Given below is a conceptual diagram of the processes of establishing such a mechanism and implementing the measures to fulfill the purposes for SDG promotion. An effective method that is worth mentioning is to first form a core team with several members. Most likely, they are enthusiastic about achieving SDGs. The core team may consist of young local government officials eager to adopt change, or a team of Governor/Mayor, several local government officials and citizens. It is even possible to have only citizens as the members.

Another useful tip is to include in the core team external parties who can take an objective perspective towards the community. The core team is not necessarily official, but most important are strong leadership and none of the members feeling hesitant about change. Once a core team is formed, the members are responsible for concretely discussing the policies and direction for the future. Having only a small number of members in the team makes it possible to operate flexibly. They gather often and casually. It is important for them to have thorough discussions and depict the vision for the future at the preliminary stage (Stage 1).

After sufficient discussion by the core team, an official practical team for SDG promotion (provisionally referred to as the SDG Management Board) needs to be set up. Participation from relevant stakeholders is called upon, and their roles and responsibilities are clarified (Stage 2). The establishment of a decision-making process and an appropriate system for transfer of authority are required to let the SDG Management Board work effectively. While making the vision more concrete, the SDG Management Board maps out possible courses of action for the realization of the vision. Measures will be executed through any relevant dimensions, departments and organizations under the leadership of the SDG Management Board (Stage 3) to create best practices. It is important to apply these best practices within a local government, or cross-sectorally in a strong partnership (Stage 4).



(Reference: [Jan Rotmans, René Kemp, Marjolein van Asselt, 2001])

Step 3: Policy goals, specific targets and indicators

3-1. Marshalling projects at the local government level

3-1-1. Situating the local governments in the context of the SDGs Implementation Guiding Principles by the national government

As described in the beginning of the guideline, the Japanese government announced the SDGs Implementation Guiding Principles in December 2016 to focus on the Eight Priority Areas (project pillars).¹⁰

1. Empowerment of All People (People)
2. Achievement of Good Health and Longevity (People)
3. Creating Growth Market, Revitalization of Rural Areas, and Promoting Technological Innovation (Prosperity)
4. Sustainable and Resilient Land Use, Promoting Quality Infrastructure (Prosperity)
5. Energy Conservation, Renewable Energy, Climate Change Countermeasures, and Efficient Recycling-Based Society (Planet)
6. Conservation of Environment, Including Biodiversity, Forests and Oceans (Planet)
7. Achieving Peaceful, Safe and Secure Societies (Peace)
8. Strengthening the Means and Frameworks for Implementing the SDGs (Partnership)

The SDGs Implementation Guiding Principles by the national government advocate the importance of strengthening partnerships with relevant stakeholders. The roles of local governments are expected to be as follows:

<An extract from the SDGs Implementation Guiding Principles>

Local governments and other local stakeholders are essential to the nationwide implementation of SDG-related measures. The national government will therefore encourage local governments to incorporate the SDGs into their strategies and policies as much as possible. Government ministries will support the efforts of local governments through measures to promote partnerships among various stakeholders in achieving the SDGs.

The global-level SDGs, which are the core of the 2030 Agenda adopted in 2015, are supposed to be fulfilled by each country through implementing policies in accordance with its own situations. The SDGs Promotion Headquarters, which was founded by the Japanese government, set out to the public the above-mentioned Eight Priority Areas based on the current situation of the country. To address these eight areas, various policies will be put in place under the leadership of ministries. The relevant departments of local governments will then take action in response to the instructions from them.

Meanwhile, motivated local governments may voluntarily take up the challenge for SDGs beyond the framework given by the national government according to the community-specific conditions. Such undertakings should be encouraged. As shown in Figure 1.2, the former is regarded as SDG project type 1 (obligatory and comprehensive), while the latter is regarded as SDG project type 2 (self-motivating and selective) and the measures to be promoted are tailored to the conditions of each local government. This guideline mainly focuses on project type 2 (self-motivating and selective).

¹⁰ Source: [Prime Minister of Japan and His Cabinet, 2016] [Prime Minister of Japan and His Cabinet, 2016]

Column 4: Japanese government’s SDG-corresponding Eight Priority Areas

Shown below is the correspondence between the Eight Priority Areas and SDGs.

1. Empowerment of All People (People)



2. Achievement of Good Health and Longevity (People)



3. Creating Growth Market, Revitalization of Rural Areas, and Promoting Science Technology and Innovation (Prosperity)



4. Sustainable and Resilient Land Use, Promoting Quality Infrastructure (Prosperity)



5. Energy Conservation, Renewable Energy, Climate Change Countermeasures, and Sound Material-Cycle Society (Planet)



6. Conservation of Environment, Including Biodiversity, Forests and the Oceans (Planet)



7. Achieving Peaceful, Safe and Secure Societies (Peace)



8. Strengthening the Means and Frameworks for the Implementation of the SDGs (Partnership)



As the scope of the Eight Priority Areas is broad, they do not necessarily fit the local priorities. It is important for each local government to sort out the priorities and set the policy goals accordingly.

(Reference: [Ministry of Foreign Affairs of Japan, 2017])

3-1-2. Marshalling community-specific challenges

The challenges for sustainable development greatly vary depending on the local government. Some local governments may prioritize the rebuilding of the local economy. Others may have urgent social issues such as loss of community unity due to declining population or depopulation. In some others, the prevention of environmental damage and the conservation of ecosystems may be emphasized. Therefore, what issues should be prioritized when working towards SDGs naturally differs from community to community. It is necessary for the head of the local government, local government officials, and the other relevant stakeholders to concretely discuss the selection of the issues to be prioritized under the conditions of limited resources (e.g., personnel and funds) and form an explicit consensus.

The first step lies in organizing the issues particular to the community of interest, followed by their clear prioritization. This means to identify what the community needs are or what are specifically expected in proceeding with SDG-related projects. It is required to dig up and uncover the local needs and expectations, for example, by looking through the past administrative achievements, talking to the relevant stakeholders, and holding workshops that are also open to residents and local business entities. The very process of taking part in discussions and struggling to form a consensus by all stakeholders serves as a good opportunity to reconsider and face their own community. The struggle for prioritization is in itself worthwhile.

Weighing the community-specific issues against each other involves rediscovering the characteristics of the community (e.g., its unique background history, culture, and socio-economic assets). Such local characteristics are collectively called local identity. Identification of local identity is quite important when mapping out a unique growth strategy for the community. By digging up and utilizing its own assets, that is, local resources (including material resources as well as human or intellectual resources), local identity will come to stand out, bringing out special qualities that distinguish the community from others. However, such qualities can sometimes be difficult to recognize by those in the community. It is therefore very helpful to ask outsiders to join the discussion for identification of local issues or special qualities. The participants from the outside can effectively help spotlight the issues or qualities which have been overlooked because these are the norm to the locals. It can also bring productive results when identifying room for improvement and avoiding presentation of a blinkered local identity.

3-2. Setting of policy goals and specific targets

As SDGs are global goals to be achieved by 2030, towards which the entire world moves forward, it is necessary to adjust them to fit as goals workable at the local government level. Being comprised of 17 Goals, 169 Targets and nearly 230 Indicators, SDGs have some items that should be handled at the national or international organization level, rather than by local governments. It is therefore required to select, from these global SDGs, the Goals and Targets relevant to local issues and the Indicators suitable to manage project progress (new reference values or original indicators may be needed). The key is the selection of projects with priority and concentration of local resources.

Figure 3.1 shows how to set the goals/targets in relation to SDGs.

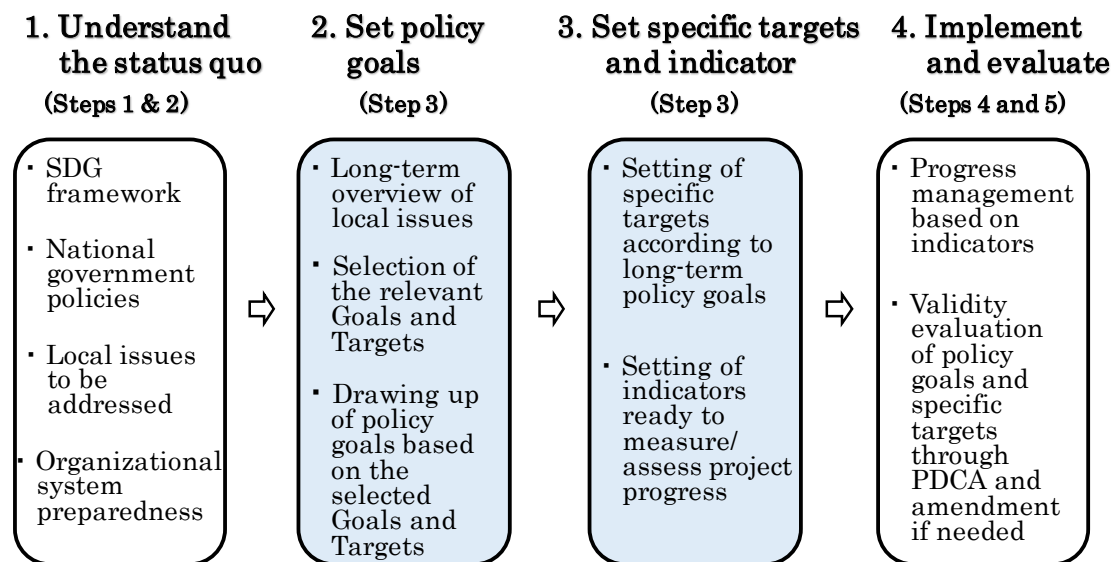


Figure 3.1 How to set the goals/targets in relation to SDGs

The first step lies in looking through Goals and Targets of SDGs and the related issues. This stage also requires local issues to be weighed against each other and about 230 Indicators to be reviewed. The next step is to select, from the 17 Goals and 169 Goals, those relevant while considering the long-term direction for community development, and formulate policy goals. Based on the long-term policy goals, specific targets are determined together with having indicators made ready to measure project progress.

The workflow that follows includes planning action programs in accordance with the policy goals and their execution. The progress will be followed up through PDCA on a regular basis. The following pages provide some considerations to have when setting policy goals.

3-2-1. Points to consider when setting policy goals and specific targets

There are some points to consider when setting goals. Table 3.1 provides typical failure cases in policy goal setting. To avoid getting stranded in such failure, Table 3.1 should be used as a checklist for successful goal setting.

5

Table 3.1 Typical failure cases in policy goal setting

Case 1: The scope is too broad to comprehend.
<ul style="list-style-type: none"> • The goals are neither specific nor focused. • The goals do not consider the advantageous aspects of the community. • The goals are just a series of keywords such as environment/energy, health/eldercare, compactness and EV irrespective of the actual situations of the community. • When multiple local governments collaborate, obsession with equal contribution makes the goals too broad.
Case 2: The goals are framed based on the existing hierarchy.
<ul style="list-style-type: none"> • The goals are formulated based on a hierarchical process that is exactly the same as the existing system, providing no opportunities to listen to wide-ranging opinions from the outside. • The goals are a miscellany of the goals of each department, lacking the consistency.
Case 3: The governance and management towards goals are obscure.
<ul style="list-style-type: none"> • The goals lack a systematic structure for governance or management. • The goals fail to convey the stance or motivation in undertaking a new project.
Case 4: The goals lack civil perspectives.
<ul style="list-style-type: none"> • The goals are bureaucratic with no participation of citizens or private organizations.
Case 5: Having no concrete goals, the project entirely focuses on applying for subsidies.
<ul style="list-style-type: none"> • The project amounts to a project for the sake of subsidy application, not for community revitalization.
Case 6: The goals have no specific targets.
<ul style="list-style-type: none"> • The project has no clear vision for the future or KPIs and provides no road map for achieving the goals. It is often unclear which organization or who is in charge of what, with what level of authority. • Even if the targets are specified, the viability is low.
Case 7: The economic rationality of the project scheme is overlooked.
<ul style="list-style-type: none"> • The economic rationality or profitability of the project is not taken into account (often having no partnership with financial institutions, etc.)
Case 8: The allocation of roles is unclear in collaboration between the public and private sectors.
<ul style="list-style-type: none"> • The plans show an old-fashioned, exclusive tendency of the public sector only (not sufficiently opening doors to the private sector, for example, use of outsourcing) • It is ambiguous what tasks can be outsourced and what tasks should be undertaken by the public sector.
Case 9: The project (goals) does not involve the necessary wide range of people.
<ul style="list-style-type: none"> • Local governments are unaware of the importance of recruiting external personnel in their unfamiliar fields such as management, marketing, and business operations. • There is lack of awareness of the importance of assigning female staff to the projects in which direct contact with end-users is made, etc.
Case 10: The goals focus only on the local producers, lacking perspectives from the demand side.
<ul style="list-style-type: none"> • The project overwhelmingly champions the good quality of local products, paying no attention to the present situation or demand in the market. • The business scheme focuses only on the producer side, lacking perspectives from the demand side or the exit of products. • Community strengths or advantages are overlooked.

The most frequent mistake in setting goals is “the scope is too broad to comprehend” (as shown in Case 1 of Table 3.1). Generally speaking, when goals are individually set by each department or division of a local government and are simply put together, the result will be “too broad” a scope covering every aspect that is thinkable. When this is the case, the characteristics or individuality of the community cannot be brought out sufficiently. While it is necessary to publicly present how much effort has been put in place, “selection and focus” are the keys to goal setting. What is exactly required by “selection and focus” naturally varies depending on the scale of the community. This accounts for the title of the guideline “SDGs for Our Cities and Communities.”

In some cases, therefore, goal setting may get easier when the bottom-up approach is combined with the top-down approach in which the members of the “(provisionally called) SDG Management Board” (see Section 2-4) take a major part. It is also helpful to ask “outsiders” to join in discussions for community goal setting because they can take an objective perspective towards the community and its characteristics.

3-2-2. How to set policy goals and specific targets

Figure 3.2 is a conceptual diagram of two methods for setting policy goals and specific targets.

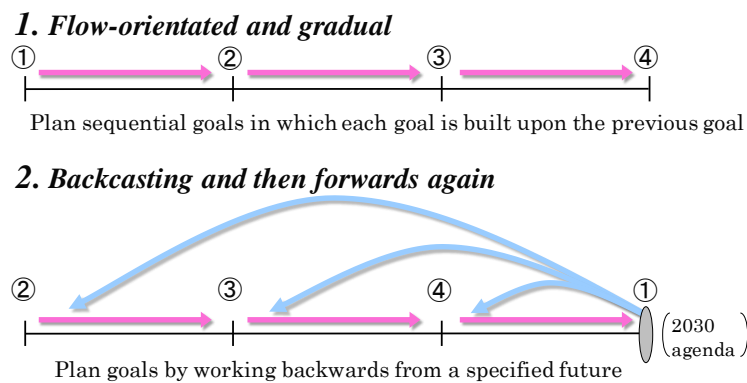


Figure 3.2 Two methods for setting policy goals and specific targets¹¹

In the conventional method, the future is often predicted as a cumulative result of the sequential policy goals and specific targets in the past, as if taking the course of a fixed rail. However, this directional and sequential method does not always suffice when it comes to responding to dynamic changes in the world. Highly recommended in the SDG programs is the “backcasting” method in which goals are set up backwards from a specified future (2030 Agenda). Furthermore, because contemporary politics, economy and societies can dramatically change both domestically and on a global scale, long-term predictions are likely to need amendments in the middle of the project. It is essential to have a system flexible enough to alter goals according to such changes.

¹¹ Reference: [Jan Rotmans, René Kemp, Marjolein van Asselt, 2001]

The policy goals must be attractive to all stakeholders taking part in the SDG promotion. After embarking on the journey for attaining goals, there may be times in which some of the stakeholders are subject to extra burdens or require patience. Without an attractive future vision, they would gradually leave the team in such difficult times, jeopardizing the feasibility of the entire project. In 2016, the International Organization for Standardization (ISO) issued a new international standard ISO 37101 (Sustainable development in communities – Management system for sustainable development), which states that, for realization of sustainability, it is important to strive to (1) enhance qualities, (2) protect nature, (3) improve resilience, (4) use resources effectively, (5) strengthen the unity of society, and (6) pursue happiness. It is emphasized that having an attractive vision for the future from the beginning is indispensable.¹²

3-3. Having indicators ready to measure the progress in specific targets

3-3-1. Having local SDG indicators ready

Once the goals/targets and projects suitable for community individuality are determined, indicators should be made ready to measure/manage the projects and their progress. The indicators here mean the scales used to quantitatively or qualitatively measure the progress in policy goals and specific targets. For example, when goals/targets are set in relation to peace and safety, the number of crime victims can be an indicator. However, many of the about 230 global Indicators for SDGs, proposed by the UN Statistical Commission, are not fit for use at the local government level, because they are meant to be used to follow up and review the level of worldwide progress in SDGs. Many of the indicators can also be of no use, because the data required is unavailable to a local government while it is collectable at the national level. It is therefore necessary for a local government to have its own SDG indicators ready to follow up the progress in community projects.

There are two possible approaches to selecting and defining indicators for local SDGs.

- (1) “Universal indicators,” for which the data is collected by many local governments and can be compared with each other.
- (2) “Original indicators,” which a local government sets up for its own community to represent the local identity.

The indicators for use can be constituted by these two types of indicators. With (1), it gets easier to show the superiority in some field or aspect compared with other communities, while the use of (2) can be useful to publicize the uniqueness of a project.

Described below is an example of how to create “original indicators” to measure the progress in “self-motivating and selective” projects of local governments.

¹² Reference: [ISO, 2016]

- Step I: From the 17 Goals and 169 Targets of SDGs, select those that should be prioritized. Selection should be carried out from viewpoints of addressing local issues or enhancing the qualities of the community. Those selected constitute the policy goals of a local government.
- 5 Step II: Look through about 230 global Indicators for SDGs and choose those that are suitable to measure the project progress quantitatively or qualitatively. If there are no indicators fit for the purpose or the data required to calculate the indicator is not collectable, revise the definitions of global SDG Indicators accordingly. If none of the Indicators are suitable for use, develop original indicators.
- 10 By working through Steps I and II, indicators for local SDGs (local indicators) will be ready.

In assessing projects with indicators, the first step lies in collecting the data necessary for assessment. However, local governments often get stranded at this stage because of limited data availability. If an indicator (though logically perfect) requires the data for calculation that is not possible to obtain, it is
15 no use. Therefore, development of indicators involves understanding what data is available and what is not to a local government, followed by appropriate data combination. This task is quite demanding to go through.

Step II above challenges your diligence entirely. This guideline shows some examples of “localized”
20 indicators regarding the conversion of global SDG Indicators into usable indicators at the local government level in Japan in the appendix.

As described earlier, many of the global SDG Indicators are unsuitable for use by local governments in Japan. “Localized indicators” are thus proposed. Of the 232 Indicators, those ill-suited to the domestic conditions or requiring data that is not collectable by local governments were revised so as to make the
25 indicators applicable according to the situation in each local government. Localized indicators described in the appendix is just a few examples, and indicators that are more suitable should be examined.

There is no need to use all indicators given in the appendix. It is advisable to select and use those relevant to the issues that a local government focuses on.

3-3-2. Examples of existing indicators

As described above, the process of selecting and defining indicators is likely to be the biggest obstacle to implementing SDGs in communities. In an attempt to make it less gloomy, an existing assessment tool for communities will be introduced below. It is called CASBEE for Cities, in which the statistical data of all municipalities in Japan can be scrutinized and aggregated, and the environmental performance of a community can be assessed using a triple bottom-line approach of environment, society and economy (with indicators that are ready for use)¹³. Therefore, it is also effective to use this tool for SDG implementation. As CASBEE for Cities has a pre-installed database covering all municipalities, a wide range of information on a community will become instantaneously available by merely selecting the name of the community for assessment. This tool is also used to follow up the municipal projects in the “FutureCity” Initiative, which is promoted by the Japanese government (with the Office for the Promotion of Overcoming Population Decline and Vitalizing Local Economies, Cabinet Office, serving as the secretariat). Table 3.2 provides a list of the assessment items, indicators and data sources of CASBEE for Cities, while Figure 3.3 gives an example of environmental performance assessment results for all municipalities in Japan using CASBEE for Cities.

For the latest information on CASBEE for Cities, please visit the homepage of the Institute for Building Environment and Energy Conservation (IBEC), which has a site dedicated to CASBEE tools.

■ URL for getting to know CASBEE for Cities

http://www.ibec.or.jp/CASBEE/english/toolsE_city.htm

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¹³ References:[Committee for the Development of Environmental Performance Tools for Cities (founded within the Institute for Building Environment and Energy Conservation), 2014], [Shun Kawakubo, Shuzo Murakami, Toshiharu Ikaga, Yasushi Asami, 2017]

Table 3.2 Assessment items of CASBEE for Cities (2013 version)¹⁴

	Major category	Minor category	Sub-category	Indicator fo assessment	Data source
Quality (Q)	Q1 Environmental aspect	Q1.1 Nature conservation	Q1.1.1 Proportion of natural lands	(Area of green fields + Area of major waters) / Total area	Ministry of Land, Infrastructure, Transport and Tourism (Geospatial Information Authority): “Statistical Reports on the Land Area by Prefectures and Municipalities in Japan”
		Q1.2 Local environment quality	Q1.2.1 Air	Number of days in which the hourly (mean) level of photochemical oxidants is 0.12 ppm or higher during the daytime	National Institute for Environmental Studies: “Environmental GIS”
			Q1.2.2 Water	75% of the daily average of BODs in rivers	National Institute for Environmental Studies: “Environmental GIS”
		Q1.3 Resources recycling	Q1.3.1 Recycling rate of general waste	Waste recycling rate	Ministry of the Environment (Minister’s Secretariat; Waste Management and Recycling Department): “Survey on Disposal of General Waste”
	Q1.4 CO ₂ absorption	Q1.4.1 CO ₂ absorption by forests	Forest area x Unit absorption* / Corrected population *Unit absorption = Total CO ₂ absorption by all forests in Japan / Total land area of Japan	Ministry of Agriculture, Forestry and Fisheries (Census Statistics Office): “World Census of Agriculture and Forestry” National Institute for Environmental Studies: “National Greenhouse Gas Inventory Report of Japan”	
	Q2 Social aspect	Q2.1 Living environment	Q2.1.1 Housing quality	Total floor area per residential unit	Ministry of Internal Affairs and Communications (Statistics Bureau): “Housing and Land Survey of Japan”
			Q2.1.2 Traffic safety	Number of traffic accidents / Corrected population	National Police Agency (Traffic Bureau): “Traffic Statistics”
			Q2.1.3 Crime prevention	Number of reported crimes / Corrected population	National Police Agency (Criminal Affairs Bureau): “Crime Statistics”
			Q2.1.4 Disaster preparedness	Number of designated hospitals for natural disasters emergencies in the secondary medical district / Population in the secondary medical district	National Research Institute for Earth Science and Disaster Resilience: “Online Database for Designated Hospitals for Natural Disaster Emergencies”
		Q2.2 Social services	Q2.2.1 Education services	(Number of elementary students + Number of junior high students) / (Number of teachers in elementary schools + Number of teachers in junior high schools)	Ministry of Education, Culture, Sports, Science and Technology (Lifelong Learning Policy Bureau): “Report on School Basic Survey”
			Q2.2.2 Cultural services	(Number of community centers + Number of libraries) / Total area	Ministry of Education, Culture, Sports, Science and Technology (Lifelong Learning Policy Bureau): “Report on Social Education Survey”
			Q2.2.3 Medical services	Number of doctors / Corrected population	Ministry of Health, Labour and Welfare (Minister’s Secretariat; Statistics and Information Department): “Survey of Physicians, Dentists and Pharmacists”
			Q2.2.4 Childcare services	Number of childcare centers / Number of children under 5 years of age	Ministry of Health, Labour and Welfare (Minister’s Secretariat; Statistics and Information Department): “Survey of Social Welfare Institutions”
			Q2.2.5 Eldercare services	Number of nursing homes / Number of people aged 65 or older	Ministry of Health, Labour and Welfare (Minister’s Secretariat; Statistics and Information Department): “Survey of Social Welfare Institutions”
		Q2.3 Social vitality	Q2.3.1 Rate of population increase or decrease	Amount of population increase or decrease (Number of births – Number of deaths + Number of move-in residents – Number of move-out residents) / Total population	Ministry of Health, Labour and Welfare (Minister’s Secretariat; Statistics and Information Department): “Vital Statistics” Ministry of Internal Affairs and Communications (Statistics Bureau): “Annual Report on Internal Migration in Japan Derived from the Basic Resident Registration”
			Q2.3.2 Longevity	(Male healthy life span + Female healthy life span) / 2 Healthy life span = Average of expected lifespans at 65 years of age – Averaged period of being in need of care at 65 years of age	Ministry of Health, Labour and Welfare (Minister’s Secretariat; Statistics and Information Department; Vital and Health Statistics Division): “Municipal Life Tables”
		Q3 Economic aspect	Q3.1 Industrial vitality	Q3.1.1 GRP per capita	(Monetary value of agricultural output + Monetary value of manufactured goods shipments + Annual sales of commercial goods) / Corrected population
	Q3.1.2 Workforce			Number of persons employed / Number of people aged 15 or older	Ministry of Internal Affairs and Communications (Statistics Bureau): “Population Census”
	Q3.2 Financial viability		Q3.2.1 Local tax revenues	Local taxes / Corrected population	Ministry of Internal Affairs and Communications (Local Public Finance Bureau): “Municipal Financial Settlement Survey”
			Q3.2.2 Outstanding local government bonds	Debt expenditure ratio	Ministry of Internal Affairs and Communications (Local Public Finance Bureau): “Municipal Financial Settlement Survey”
Environmental load (L)	L1 CO ₂ emissions from energy sources	L1.1 Industrial sector	–	CO ₂ emissions in the industrial sector (manufacturing, construction/mining, agriculture, forestry and fishery) / Corrected population	Ministry of the Environment: “Supporting Site for the Action Plan (Local Policy Measures) for Greenhouse Gas Emission Reduction in Local Government Operations: CO ₂ Emission Estimation by Sector”
		L1.2 Residential sector	–	CO ₂ emissions in the residential sector / Corrected population	
		L1.3 Commercial sector	–	CO ₂ emissions in the commercial sector / Corrected population	
		L1.4 Transportation sector	–	CO ₂ emissions in the transportation sector (automobiles, trains and marine vessels) / Corrected population	
	L2 CO ₂ emissions from non-energy sources	L2.1 Waste disposal sector	–	CO ₂ emissions from general waste disposal / Corrected population	

¹⁴ Source: [Committee for the Development of Environmental Performance Tools for Cities (founded within the Institute for Building Environment and Energy Conservation), 2014]

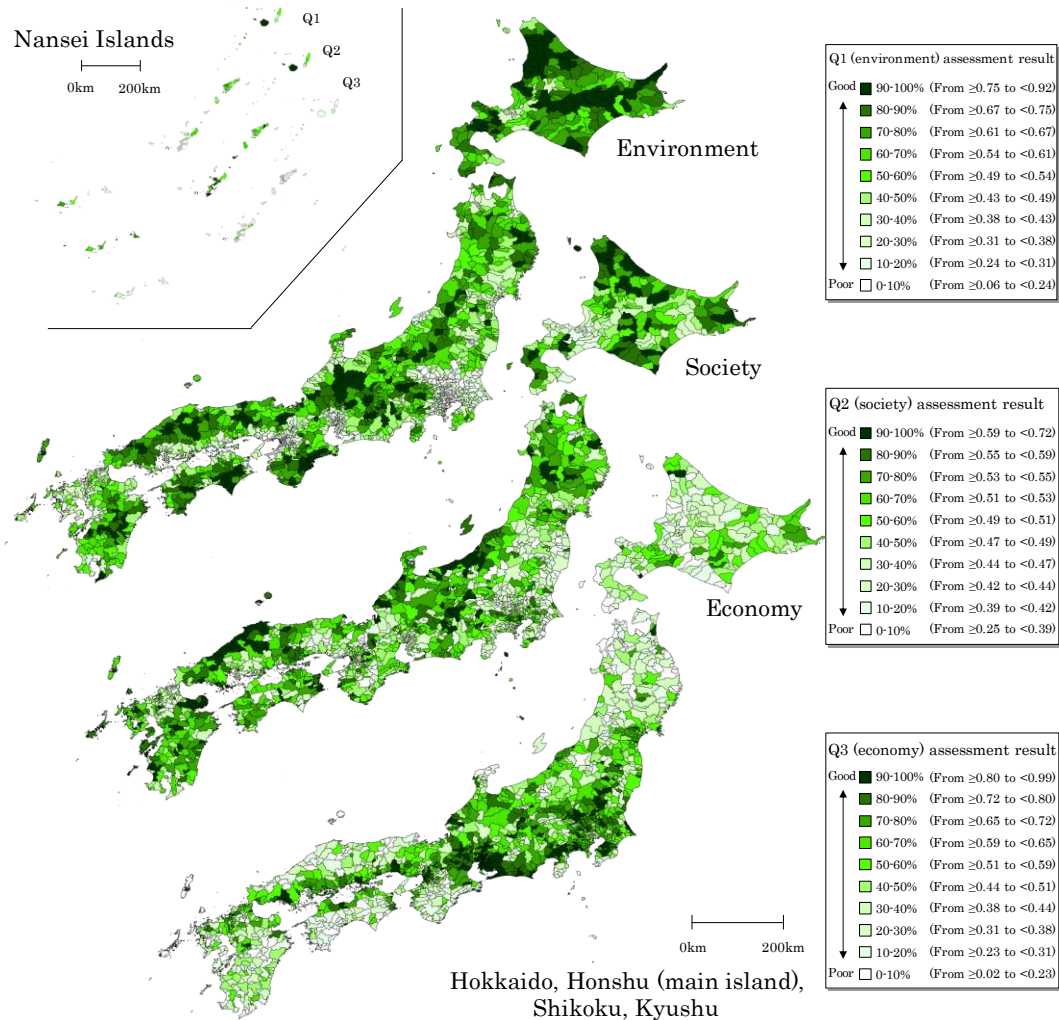


Figure 3.3 An example of environmental performance assessment results for all municipalities¹⁵
(Using CASBEE for Cities as an assessment tool)

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In Figure 3.3, darker colors in the map indicate the regions with relatively better assessment results, while lighter colors are the regions with relatively poor assessment results. It is not important to compare and identify which regions are doing well or poorly. However, it is meaningful to understand the status quo of your community and determine what measure are required for improvement. What matters most is that all communities should gain something by working towards

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¹⁵ Source: [Shun Kawakubo, Toshiharu Ikaga, Shuzo Murakami and Yasushi Asami, 2013]

Column 5: Approximately 230 global SDG Indicators

The progress in SDGs will be followed up and reviewed using global SDG Indicators. These should be complemented by indicators that will be individually developed at the national or regional level.

<Related extract>

The Goals and Targets will be followed up and reviewed using a set of global indicators. These will be complemented by indicators at the regional and national levels which will be developed by Member States [United Nations, 2015]

How global SDG Indicators were set out

In March 2015, the Inter-agency Expert Group on SDG Indicators (IAEG-SDGs), which is made up of statistics experts, was set up and started discussion on possible indicators. At the 47th Session of the UN Statistical Commission in March 2016, 230 global SDG Indicators were suggested. They were further revised at the 48th Session of the UN Statistical Commission in March 2017. At present, 232 global SDG Indicators have been proposed as appropriate.

How to use global SDG Indicators

Although SDGs are global goals, situations and priorities differ from nation to nation. Therefore, there is no need to use all global SDG Indicators. Selective use of them is considered acceptable (global SDG Indicators are regarded as a tool to measure the worldwide progress in SDGs).

Applicability of global SDG Indicators

While these Indicators are an important tool to follow up the project or progress in SDGs, they will be no use if the data necessary to calculate indicators is unavailable. Data availability is therefore critical. However, many of the global SDG Indicators were developed and proposed by mainly focusing on the logical soundness. The foundation for collecting data at the city or regional level has not actually been established yet.

To handle these issues, IAEG-SDGs continually holds meetings to discuss the matter and Indicators will be updated on a regular basis. The latest information is available at the homepage of the UN Statistical Commission.

■ URL for UN Statistical Commission SDG Indicators: <http://unstats.un.org/sdgs/>

In conclusion, because the global SDG Indicators are still under development and many of them are ill-suited to direct application in managing progress in local projects, it is necessary to revise the Indicators or invent original ones when working towards SDGs at the community level.

3-3-3. Determination of specific targets¹⁶

Having (local) indicators for local SDGs does not mean that the progress in achieving Goals and Targets can be measured. While understanding the present situation (for example, the number of crimes in 2015 is X [cases/year]), it is necessary to determine specific targets (for example, the number of crimes will be reduced to Y [cases/year] by 2030). Described below are some points to remember when setting specific targets.

1) Select the specific targets that are especially important

The specific targets will be determined in line with the policy goals of your community. Of the specific targets, those that are especially important may be designated as key performance indicators (KPIs), if required. As KPIs will be used when publicizing the progress in achieving the major policy goals and specific targets of the community, they should reflect the indispensable quality or individuality of the community.

The indicators for local SDGs, which have been developed at an earlier stage, will be used to manage the progress in KPIs. In selecting indicators, it is also useful to refer to the indicators proposed in the aforementioned CASBEE for Cities, as well as those in “Eco-Model City” or “FutureCity” projects. The consistency with indicators in the other initiatives such as the comprehensive plan, and regional comprehensive strategy should also be considered. To make it possible to regularly follow up policy goals and specific targets, it is desirable to select indicators for which data can be collected on a regular basis, most preferably, by a local government itself.

2) Set baseline years and target values and determine the type of targets

In setting the targets, timelines should be taken into account. The determination of baseline years and target values is extremely important. There are several ways to set the baselines, for example, by giving a specified point of time (e.g., by 2030, increase or decrease something by X% from the level of 2000), or by providing a specified period (e.g., increase or decrease the mean level between 2025 and 2030 by Y% from that between 2010 and 2015).

The targets can be mainly expressed by either of the two different units of measurement: total amount or unit amount. A typical target setting of the former is: to cut municipal greenhouse gas emissions by X (in Gt-CO₂) or reduce it by Y% from the baseline year. In the case of the latter target setting, it can be defined as: cutting greenhouse gas emissions per resident in the community by Z (in t-CO₂/person). Depending on the project, it should be decided which unit of measurement is more suitable for setting the targets, or whether the combination of the two is better.

With the knowledge of these, the major policy goals and specific targets of the community should be determined, and the progress will be followed up using the prepared SDG indicators.

¹⁶ Reference: [GRI, United Nations Global Compact, WBCSD, 2015]

Step 4: Action program

4-1. Creation of an action program for local SDGs

So far, we have understood SDGs (Step 1), have established a structure to work towards SDGs (Step 2), and have set policy goals (Step 3). The next step is to create an “action program for local SDGs” into which community-specific policy goals are incorporated. In other words, the process of achieving policy goals will be mapped out by concrete means.

An action program can be created in multiple patterns. Listed below are the major methods for it.

Table 4.1 Examples of how to create action programs

Action program	Method	Example
1) Include in the comprehensive plan	Make a link between SDGs and the comprehensive plan that is the master plan to the local government.	Comprehensive plan
2) Include in individual strategies or plans	Add SDG elements to the local government’s individual strategies or plans.	Regional comprehensive strategy; urban planning master plan; basic environmental plan, etc.
3) Plan the undertakings towards SDGs as independent projects	Develop the strategies or plans related to SDGs independently of the existing plans, etc.	SDG project plans

The above-mentioned methods of 1) to 3) do not necessarily have to be carried out separately. There may be cases in which multiple methods are used simultaneously. With regard to 1) and 2), it is possible for the deadline year of the plan or strategy to coincide with that of SDGs (i.e., 2030). In doing so, each project of the local government can be directly linked with SDG promotion.

When creating an action program, there are several points to consider. Given below are some key issues.

1. Reasonability of the proposal
 - 5 • Triple bottom line of economy, society and environment
 - Creation of new values and community revitalization
2. Quality of the proposal as a leading model
3. Project appropriateness to the community of interest
 - Individuality, diversity, inclusiveness
- 10 4. Project viability
 - Creation of a road map
5. Concreteness and consistency/sustainability of the plan or project
6. Promotion system governance
 - Leadership and enthusiasm of the head of the local government and project managers
 - 15 • Collaborative structure among a wide-range of stakeholders
7. Inclusion of stakeholders in the promotion system
 - Participation of a wide-range of stakeholders
 - In particular, promotion of cooperation with citizens
 - Wide-range of participating members including women
- 20 8. Business scheme and funding mechanism
 - Partnership with financial institutions, etc.
 - Building a monetary circulation system within a community
9. Assessment system and information dissemination
 - Governance and management by means of measuring the progress with indicators
 - 25 • PDCA cycle

These issues above are only some of the major points to consider when creating an action program, and therefore do not cover everything. Because the stance, situations and priorities vary from community to community, it is important to propose an attractive action program by taking unique perspectives based on community-specific issues, while referring to the key issues listed above. Individuality is the key to the creation of action programs. The column at the end of this chapter gives some tips for this.

4-2. Execution of the action program for local SDGs

It is not easy to promote a new project on SDGs, and many challenges and difficulties will await each local government. However, if we can smartly and flexibly handle the emergence of these challenges according to the concept of SDGs, such challenges turn into “chances” or “opportunities to grow further.” This is not only the case with developing countries. Rather, it is quite relevant to Japan – a country classified as developed – because it will be the first country in the world that will face severe depopulation, a low birthrate and an aging population. In a sense, Japan can also be classified as “developed” in terms of the challenges it faces. However, if we successfully find solutions to these issues, it will enable us to help other countries when they are placed in similar situations, which will be a good opportunity for us to strengthen international partnerships. As administrative bodies in a country with “developed” challenges, Japanese local governments are expected to develop an action program for local SDGs, properly address the issues, and use their experience to make international contributions.

In executing the action program for local SDGs, the following must be considered:

4-2-1. Development of human resources in involved stakeholders

In proceeding with the action program for local SDGs, it is extremely important to improve the competence of the involved stakeholders. Provision of training sessions or opportunities to have practical experiences according to their responsibilities can realize continual development of their abilities. Without such continuous capability enhancement of both new recruits and experienced staff, it is impossible to appropriately handle the action program with the understanding of dynamically changing circumstances around the world including our country.

The following are some examples of what local governments can do to improve their capabilities:

- Continuously collect and disseminate the information related to the latest movements around SDGs and any other relevant information
- Establish training courses or sessions on the related topics and provide learning materials
- Create opportunities to interact with other related departments or institutions

Besides the competence of stakeholders, another decisive factor in executing the action program for local SDGs is the motivation of the members (how strong it is). If the provision of required information is well timed, each member can understand the meaning of SDG projects and become proud of what he/she is doing. Then, they will find their work challenging yet rewarding, which is pivotal.

4-2-2. Acquisition of financing for making the project viable

In July 2015, world leaders such as national leaders, financial ministers and foreign ministers from all countries attended the Third International Conference on Financing for Development convened in Addis Ababa, the capital city of Ethiopia. This conference was held to serve as an opportunity to discuss how to secure funds for the world, which is in need of transformation (e.g., the 2030 Agenda). As the outcome document, the “Addis Ababa Action Agenda (AAAA)”¹⁷ was drawn up and stipulates the financing framework for development, etc. It clearly advocates that the projects undertaken by local governments be supported with the shared understanding that sustainable development is to be promoted at the subnational level (i.e., the local government level).

As described above, finances of local governments hold great importance in promoting action programs for SDGs and must be strengthened. Despite their roles and responsibilities continuously expanding in recent years, local governments do not always have a stable source of necessary finance. Additional finance for new projects may be required to promote SDG action programs, imposing too much burden financially. It is therefore necessary to have a financial framework for making the SDG action program viable.

1) Strengthening of the financial framework of local governments¹⁸

The establishment of a financial base is critical in steadily executing SDG action programs. It may be required to take multiple approaches, as described below:

1-1) Strengthen the sources of independent incomes

To increase revenues, it is necessary to take measures for increasing the very sources of independent incomes, that is, local taxes such as residence tax, enterprise tax and fixed asset tax, while decreasing the delinquent payment rate.

Furthermore, the Omnibus Decentralization Act of Japan enables local governments to introduce a new tax in addition to legally stipulated local taxes, after having a prior consultation with the Minister of Internal Affairs and Communications. The examples of such taxes include “environmental future tax” in Kitakyushu City and “large diesel-powered vehicles tax on their use of expressways” in Tokyo. The purpose of introducing these taxes is not just to secure finance sources, but also to obtain means to tackle environmental issues or solve problems. It therefore is deeply connected to the beneficiary liability. As local governments have the authority to introduce a new tax system in addition to the legally stipulated local taxes, it is advisable to consider the adoption of such systems depending on how SDGs are promoted or how the social situations will change in the future. Since the enactment of the Act on Improvement and Vitalization in City Centers, it has become more common to manage an area for development by proceeding with both urban and industrial measures in an integrated manner and making intensive investments in the area. In Europe and the U.S., there are already many business improvement districts (BIDs) in which additional levies are collected. In this system, land/building owners within a designated area are liable for paying special levies imposed by the local government. The collected levies will be dispensed to the pivotal organizations for the local economy, that is, those engaging in city development such as companies, the Chamber of Commerce and Industry, and related associations, thereby enabling businesses to operate in a certain manner.

¹⁷ Source: [United Nations, 2015b]

¹⁸ Source: [Global taskforce of local and regional governments, UN-Habitat, UNDP, 2016]

Although there had been no introduction of such systems in Japan, Osaka City implemented it in 2015 for the “Umekita Advanced Development Area” project to the north of JR Osaka Station. It is expected that other local governments will follow suit and secure their sources of finance to enable improvement and management under a public and private partnership.

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1-2) Minimize expenditures

To minimize expenditures, it is important to adopt the scrap-and-build approach. For example, some of the public services can be prioritized according to societal changes (i.e., selection and concentration of services), or the measures or projects that are redundant or no longer effective can be terminated. It is also meaningful to examine the cost effectiveness by measuring and assessing the obtained outcomes.

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1-3) Utilize the national competition system for financial support

The Japanese government has established competition systems for subsidies, funds and grants in each ministry, to encourage local governments to proactively take up the leading projects. For example, “Eco-Model Cities” and “FutureCities” are selected by the national government based on the project plans of each local government, and the designated cities will receive financial support for the project. What is proposed for community revitalization subsidies is entirely left to the local government and therefore, it has the discretion in determining the means and courses of producing the expected outcomes. The subsidies are therefore managed on a product or outcome basis, rather than conventional process-based management. As in community revitalization, because producing expected outcomes at expected stages is the most important driving factor in promoting the SDG action program, it is vital to obtain support through subsidy systems. A variety of subsidies, funds and grants have been made available by ministries. To strengthen the sources of independent incomes, local governments need to familiarize themselves with these systems and always be in search of eligible ones while preparing for their application.

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1-4) Promotion of transferring tax revenue sources from the national government to local governments

In Japan, starting from the “Trinity Reform” in 2001 through the (Sixth) Omnibus Decentralization Act, extensive reforms were carried out to improve the autonomy and independency of local governments. The reform has progressed in an integrated manner, from the viewpoints of transferring the administration and jurisdiction from the national government to local governments, transferring the tax revenue sources from the national government to local governments, and reviewing local tax allocations.

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It will remain necessary for local governments to request the authority to determine tax rates, taxation methods, allocation of financial resources, etc., according to the roles shared with the national government.

2) Introduction of wide-ranging methods for financing

Besides reviewing revenues and expenditures and strengthening the sources of independent incomes, it is also effective to make full use of various other sources of finance or loan/investment programs such as sovereign wealth funds and private funds. The SDG promotion is expected to necessitate
5 business operations in wide-ranging fields, in addition to collaboration between local governments, private organizations, citizens, NPOs, etc. Many projects may be led by private organizations, rather than local governments. It is therefore necessary to take into account the acquisition of sovereign wealth funds or private funds while moving ahead with strong partnerships with companies.

10 In addition to the ESG investing movement¹⁹ having increasing momentum, green bonds²⁰ issued by local governments are also becoming the center of interest in Japan. Therefore, there is a high chance of obtaining funds from financial markets. On the other hand, the hometown tax donation system (*furusato nozei*) has also been increasing in popularity recently. People and companies were
15 obligated to pay taxes to the municipality in which they lived or were located. Under this new system, however, tax payment can be made to the municipality of their choice. Although the revenues of residence tax and corporate tax are proportioned to the population and the number of companies (both of which are concentrated in urban areas), this system enables small local governments to receive some allocations. When a local government creates an attractive action
20 program for local SDGs, the city can be an appealing place in which companies open their new offices for their business expansion. Such business advancement is eligible for the application of the hometown tax donation system, which will bring a chance to increase investments in the community.

Table 4.2 on the next page shows a financing framework for promoting the local SDG projects, including the above-mentioned points.

25

¹⁹ ESG investment: Investment that is made by choice in the companies proactively responsible for environmental, social and governance issues

²⁰ Bonds that are issued to procure from the market funds necessary for implementing environmental measures

Table 4.2 Examples of local government financing frameworks²¹

(Based on “Getting Started with the SDGs in Cities,” etc.)

Financing framework	Brief description	Example
Local taxes	Residence tax is an especially important source of finance for many local governments.	Fixed assets tax
Payment for use of public services	Appropriate price setting of public services improves the service quality and economic efficiency of a local government.	Water billing
Subsidies from the national government or prefectural governments	Subsidies account for most of the finances in the local government.	Tax allocations to local governments, grants
Assets management and monetization	Monetization through appropriate management of assets such as land, buildings and services and their leases or sales.	Local public enterprises, Municipal houses
Cost recovery or value capture	A mechanism in which the financial burden is shared by beneficiaries (companies and residents) and, in return, they will receive the profits from improved infrastructure, etc., or the profits from infrastructure investments, change in land use, etc., are in part returned to the local government.	BID system
Development bank	Low-interest or long-term loans from development banks, etc.	World Bank
Public-private partnership	Production of profits through partnerships between public and private sectors.	PPP, PFI
Aid from international organizations	Investment especially in upgrading slums, health, education, water supply, hygiene and gender equality in developing countries, etc.	OECD, JICA
Aid from charities	Aid to reduce disparities, support the weak, etc.	Red Cross Societies
Credit market	Private investment via the market mechanism. Bank loan model and bond issuance model.	Green bonds, crowdfunding
Donation	Give or promise to give money or any other assets for free for public use.	Hometown tax donation system

²¹ Reference: [SDSN, 2016]

4-2-3. Partnership between local governments

It is important to promote partnerships among local governments when proceeding with action programs for local SDGs.

5 Regardless of their locations – either inside or outside Japan – any local governments with the same philosophies and challenges should form partnerships, without being restrained by the jurisdictional boundaries of economic or living spheres (i.e., neighboring local governments), to address a problem unsolvable to a single local government or take up leading projects. For this purpose, it is critical for local governments to build a partnership framework, share best practices (sometimes including failed practices as well), make these practices applicable nationwide, and discuss the method of
10 implementing best practices in their own communities. To improve resilience, etc., the partnership between the designated “FutureCity” municipalities is expanding with the knowledge of each other’s situations.

When undertaking multiple projects for local SDGs, there may be cases in which support (including
15 financing) from the national government or prefectural governments is required. When this is the case, it is often effective for multiple local governments to jointly make a request for support.

Having opportunities to interact with experienced staff from other local governments is also beneficial from the viewpoint of developing human resources as shown in 4-2-1, Strengthening of the financial framework of local governments, because it can enhance the capabilities of their own
20 staff or motivate them further. Therefore, the bottom-up approach under the leadership of local governments can be an extremely powerful means of achieving SDGs.

Many local governments probably look through and study the projects of other local governments on a daily basis, in an attempt to utilize them for the implementation of their own policies. In doing so, they may find that some of the local governments have similar philosophies or challenges. If so, it
25 would be worthwhile to contact them for information exchange and start forming partnerships.

With regard to SDGs, the project examples of the local governments participating in the “Promotion Council for the “FutureCity” Initiative (Secretariat: Office for the Promotion of Overcoming Population Decline and Vitalizing Local Economy, Cabinet Office, Government of Japan)” are
30 considered useful as a reference. In this council, the “SDG Working Groups (WGs)” are in operation mainly by local governments in urban areas. Participating in these WGs can provide the opportunity to build a network among many local governments, which is likely to develop into partnerships between local governments.

35 Reference: Promotion Council for the “FutureCity” Initiative (Office for the Promotion of Overcoming Population Decline and Vitalizing Local Economy, Cabinet Office, Government of Japan)
<http://www.kantei.go.jp/jp/singi/tiiki/kankyo/torikumi/pelcc.html>

**Column 6: Tips for designing the community with individuality
(In selecting goals/targets/indicators, factorize community design elements)**

In working towards SDGs, although it is important for each local government to put forward measures tailored to the community-specific conditions, it is very difficult to start from scratch. For effective starters, therefore, let’s make a list of basic component elements that can be obtained when factorizing, for example, the concept of “city,” “people” and “work” (these are the keywords for rebuilding local communities). Put any of them together to see if the outcome would be inspiring enough to create a new value. The list below can be referred to as needed, since it gives some example keywords in relation to “city,” “people” and “work.”

City	• City center	Commercial facilities	Events facilities	Cultural facilities	Promenade		
	Inter-regional collaboration, elimination/consolidation		Depopulation				
	• Regional transportation infrastructure	ICT infrastructure	Industrial infrastructure				
	Healthcare/eldercare infrastructure	Resilience	Compactness				
	Redevelopment	Neighborhood	City view	Downscaling/expanding plans	Administrative reform		
	• History and culture	Social capital	Interpersonal bonding	Sharing	Etc.		
People	• Women	Citizens	Youths	Students	Elderly	Children	Outsiders and foreigners
	• Declining population	Nuclear families	Late marriages	Living on his/her own	Health-oriented and walking		
	• Lifestyle	Value	Morals	Social interaction	Public services	Effective use of human resources	
	Leadership	Enthusiasm of the head of the local government		Project managers			Etc.
Work	• Local resources	Forestry and fishery	Manufacturing	Services	Tourism	Traditional arts	
	Industrial clusters	New technologies and new industries		Social, material and human capitals			
	Local government as the largest enterprise in the community						
	• Employment	Business scheme	Market strategies	Public and private partnership	PPP & PFI		
	Use or convert land/facilities to a different use	Taxes and subsidies	Private funds	Creation of value added			
	Special districts and relaxation of regulations	Invitation of enterprises		ESG investment			
• Branding	Local premium products	DMO	Foundation of education and human resources				
Supportive environment for workers							Etc.

Step 5: Follow-up

5-1. Establishment of the follow-up system

Regular follow-ups (check and review) take the key part in proceeding with the action program for local SDGs. Because the social situation, which functions as the prerequisite condition, often changes dynamically, the goals and targets need to be reviewed on a regular basis after their formulation according to the circumstances or world trends at a given time. It is also necessary to regularly check whether the plan is progressing as it is supposed to be and make the necessary corrections if any delay is detected.

As shown in Figure 5.1, it is useful to put the Plan-Do-Check-Act (PDCA) cycle in place for smooth project follow-ups.



Figure 5.1 Conceptual diagram of the PDCA cycle

The effectiveness should be maintained by regularly reviewing the goals and targets, which means that the same routine will be repeated every few years. In local governments, interdepartmental transfer of staff often occurs every few years. Even when this happens, having an established follow-up system can prevent any confusion that could result.

In expectation of the necessity of repeating the same routine every a few years, a follow-up system should be established at an early stage, which is vital. What is specifically needed is to clarify in advance the responsibilities of each part of the organization, i.e., who collects information from where in what way. Small one-step-ahead arrangements would be helpful, including making simple procedural manuals and creating electronic work files.

If there is already a PDCA cycle to be carried out every year for the progress management or administrative assessment of the comprehensive plan, etc., the simultaneous conduct of follow-up evaluation can be effective. As in the case with planning, it is important to discuss the follow-up results with stakeholders and external advisors and share the insights.

5-2. Follow-up procedure to measure the project progress using indicators

The indicators for local SDGs, which have been defined at an earlier stage, will be used to follow up the progress of an action program for local SDGs. Given below is an example of the follow-up procedure.

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1) Collect information and data related to the goals/targets from relevant stakeholders inside/outside the local government

2) Calculate the indicators for specific targets

3) Assess and manage the progress based on the indicators

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4) Obtain the results and discuss

As described in the previous section, 1) to 3) of the above procedure (i.e., collection of the related information and data, processing, and measurement using indicators) will be repeated regularly. It would be convenient to set up a system for the collective management of sources of information, create work files (work templates), and determine which responsibilities should be handed on in advance.

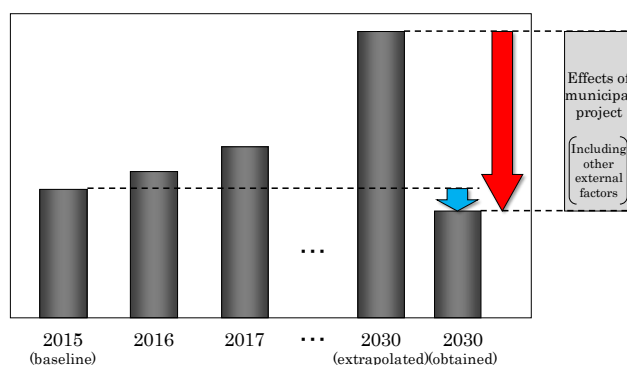
15

After the follow-up assessment is performed using the indicators, the interpretation and discussion of the results should be conducted by comparing with the starting point or the previous follow-up results. It is important to objectively discuss whether the follow-up results reflect the practical outcomes of the effort made by the community. Figure 5.2 illustrates how to assess the effect of greenhouse gas reduction. It contains the data on greenhouse gas emissions in 2030 as “2030 (extrapolated),” which was estimated on the supposition that no measures were implemented from the baseline year of 2015. When supposing that the data marked as “2030 (obtained)” is the actual value of greenhouse gas emissions in 2030, the reduction from 2015 is indicated by the length of the blue arrow. However, when considering the amount of greenhouse gas emission that was supposed to increase as more economic activities took place in the later years but was suppressed by implementing the measures, the total outcome of the reduction effort will be indicated by the length of the red arrow, instead of the blue one. Furthermore, it is also important to use an indicator whose value is expressed as the amount per unit (e.g., a value per GDP or population) and assess a share of the contribution that only the community is responsible for after removing the external factors. As the project outcomes may also include the reduction effects produced by the national government or prefectural governments, it would become ideal if the assessment can be made excluding such factors.

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Figure 5.2 Evaluation of the greenhouse gas reduction effect²²

²² Reference: [Ministry of the Environment, 2009]

5 Once the projects are measured/assessed based on the indicators and the follow-up procedure is completed, it will become clear which projects are proceeding quite successfully, which projects are satisfactory, and which projects are struggling to meet expectations. It is meaningful to make the project progress widely known through websites, newsletters, etc., and seek the understanding of citizens.

10 If successful projects are widely known and are shared as the best practices with other local governments in Japan as well as any other countries, your community can make a global contribution to achieving SDGs. The Eco-Model Cities (started in 2008) and the “FutureCity” Initiative (started in 2011) are some of the attempts for this purpose. Column 7 outlines the activities and objectives of the “FutureCity” Initiative. As it started before the adoption of the UN 2030 Agenda, the abbreviation SDGs does not appear in the text. However, the intention is the same; the local governments that are undertaking especially outstanding projects are accredited as frontrunners by the national government to make their best practices widely known and encourage partnership. As shown in Column 8, it is important to take two different approaches for supporting frontrunners and broadening the extent of activities.

Column 7: Activity summary of the “FutureCity” Initiative

This is a program for the national government to support self-motivated local governments, which can be summarized as follows:

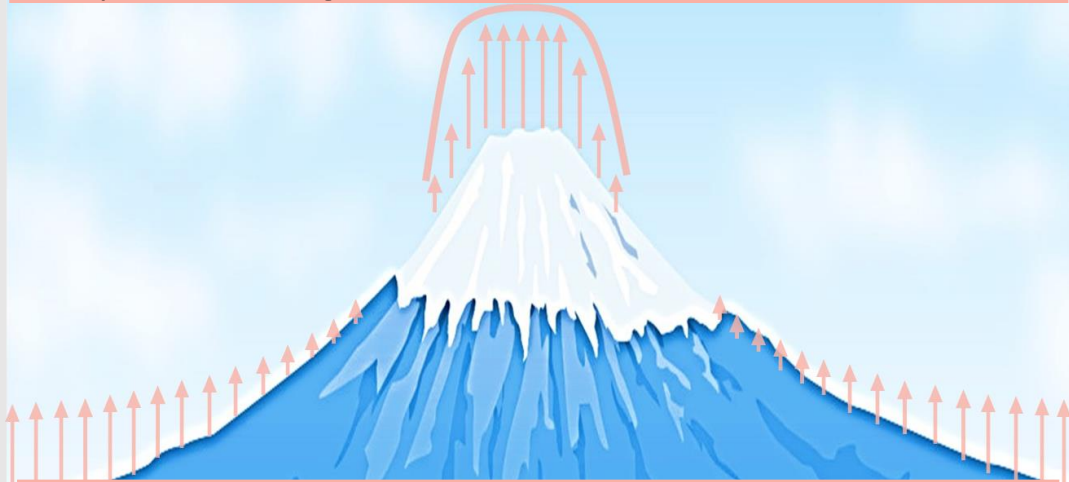
1. Accreditation by the national government → Cross-sectoral, comprehensive approach by each local government
2. Proposal of specific targets to residents → Partnership between residents and the local government
3. Advisory meetings with specialists → Guidance for a leading design for a sustainable society
4. Establishment of the Promotion Council for the “FutureCity” Initiative → Partnership between industrial/public organizations and local governments
5. Assessment and announcement by the national government → PDCA implementation and improved governance by the head of the local government
6. Dissemination of best practices inside/outside Japan → Global partnership

Column 8: Two approaches required for community revitalization

In revitalizing the community, the following two approaches are important.

- (1) Heighten the peak: Accredit the local governments with outstanding projects as frontrunners and support them
- (2) Raise the level of peripheral activities: Make best practices widely known to other local governments to promote partnership

(1) Heighten the peak
⇒ Accreditation of outstanding local governments as frontrunners by the national government



(2) Raise the level of peripheral activities
⇒ Spreading of best practices and partnership promotion

As shown in Table 5.1, there are already many SDG-related intercity networks, partnerships and initiatives across the world. By making use of these frameworks, local governments can publicize their best practices or continually improve their own projects by learning the undertakings of other local governments, which can lead to further promotion of SDGs. For example, the Global Covenant of Mayors for Climate & Energy, in which over 7,000 cities worldwide take part, has established a platform to proactively contribute to conservation of the global environment. It is useful to join such international networks and disseminate the on-going projects in Japan.

Table 5.1 Intercity networks, partnerships and initiatives in relation to wide-ranging
SDG activities²³

Name	Abbreviation	Homepage URL
8-80 Cities		http://880cities.org/
100 Resilient Cities		http://www.100resilientcities.org/
African Water and Sanitation network for Local Authorities	AWASLA	http://www.awasla.org/
Arab Towns Organization	ATO	http://www.ato.net/
Asian Cities Climate Change Resilience Network	ACCCRN	http://accrn.net/
Association of German Cities (Deutscher Städtetag)	DSTGB	http://www.dstgb.de
Association of Vertical Farming		https://vertical-farming.net/
Big Cities Health Coalition		http://www.bigcitieshealth.org/
C40 Cities Climate Leadership Group		http://www.c40.org/
CIFAL Global Network: Supporting Local Actors to Achieve Sustainable Development		http://www.unitar.org/affiliated-training-centres
Cités Unies France	CUF	http://www.cites-unies-france.org/
Cities Alliance	CA	http://www.citiesalliance.org/
Cities and Climate Change Initiative	CCCI	http://unhabitat.org/urban-initiatives/initiatives-programmes/cities-and-climate-change-initiative/
Cities Clean Air Partnership	CAP	http://cleanairasia.org/cities-clean-air-partnership/
City Health International		https://cityhealthinternational.org/
CityNet		http://citynet-ap.org/
Climate Alliance		http://www.climatealliance.org/
Commonwealth Local Government Forum	CLGF	http://www.clgf.org.uk/
Compact of Mayors		http://www.compactofmayors.org/
Council of European Municipalities and Regions	CEMR-CCRE	http://www.ccre.org/
Covenant capaCITY Training Platform		http://www.covenant-capacity.eu/
Covenant of Mayors		http://www.covenantofmayors.eu/index_en.html
Dubai Green Economy Partnership (Dubai GEP)		http://greeneconomy.ae/
EcoMobility Alliance		http://www.ecomobility.org/alliance/
Energy Cities		http://www.energy-cities.eu/
Every Woman Every Child		http://www.everywomaneverychild.org/
FAO Food for the Cities network		http://www.fao.org/fcit/fcit-home/en/
German Towns and Municipalities (Deutscher Städte- und Gemeindebund)	DSTGB	http://www.dstgb.de
Global Call to Action against Poverty	GCAP	http://www.whiteband.org/
Global Cities Education Network	GCEN	http://asiasociety.org/global-cities-education-network/about-network
Global fund for cities development	FMDV	http://www.fmdv.net/index.php?id=2
Global Lead City Network on Sustainable Procurement		http://www.sustainable-procurement.org/network-exchange/global-lead-city-network-on-sustainable-procurement/
Global Partnership for Education	GPE	http://www.globalpartnership.org/
Global Partnership on Local and Subnational Action for Biodiversity		https://www.cbd.int/subnational
Green Climate Fund		http://www.greenclimate.fund/home
Higher Education Sustainability Initiative		https://sustainabledevelopment.un.org/sdinaction/hesi
ICLEI - Local Governments for Sustainability	ICLEI	http://www.iclei.org/
- 100% Renewable Energy Cities and Regions Network		http://www.iclei.org/activities/our-agendas/low-carbon-city/iclei-100re-cities-regions-network.html
- Annual Global Forum on Resilience and Adaptation	Resilient Cities	http://resilient-cities.iclei.org/
- ICLEI's Urban Agenda on Happy, Healthy and Inclusive Communities		http://www.iclei.org/activities/our-agendas/healthy-happy-and-inclusive-communities.html
- ICLEI Cityfood Network		http://www.iclei.org/index.php?id=1348
- Compact of Mayors		http://www.iclei.org/compactofmayors.html

²³ Source: [ICLEI, 2015c]

- Covenant of Mayors		http://www.covenantofmayors.eu/index_en.html
- ICLEI EcoMobility Alliance		http://www.ecomobility.org/alliance/
- ICLEI Global Lead City Network on Sustainable Procurement		http://www.sustainable-procurement.org/network-exchange/global-lead-city-network-on-sustainable-procurement/
- ICLEI GreenClimateCities® program	GCC	http://www.iclei.org/our-activities/our-agendas/low-carbon-city/gcc.html
- Local Action for Biodiversity, and BiodiverCities (LAB) participants	LAB	http://cbc.iclei.org/home
- Urban-LEDS project		http://urbanleds.iclei.org/
International Association of Francophone Mayors	AIMF	http://www.francophonie.org/
International Cities of Peace		www.internationalcitiesofpeace.org
International City/County Management Association	ICMA	http://icma.org
International Network for Urban Development	INTA	http://www.inta-aivn.org/en/
International Urban Food Network		http://www.iuifn.org/en/
Latin American Federation of Municipalities and Local Government Associations	FLACMA	http://www.flacma.com
Mayors for Peace		http://www.mayorsforpeace.org
Metropolis, World Association of the Major Metropolises		http://www.metropolis.org/
Milan Urban Food Policy Pact		http://www.foodpolicymilano.org/
Municipal Development Partnership	MDP	http://www.mdpafrica.org.zw/
Network of cities of Mercosur	MERCOCI UDADES	http://www.mercociudades.org/
Network of Regional Governments for Sustainable Development	nrg4SD	http://www.nrg4sd.org/
Organization of Islamic Capitals and Cities	OICC	http://www.oicc.org/
Partnership for Action on Green Economy	PAGE	http://www.unep.org/greeneconomy/PAGE
Partnership for Economic Policy	PEP	https://www.pep-net.org/
Peace Network of European Cities and Regions		http://www.seupb.eu/PEACENetwork/AboutPEACENetwork/WelcometothePEACENetwork.aspx
Poverty Environment Initiative	PEI	http://www.unpei.org/
Sister City International	SCI	http://www.sister-cities.org/
Sustainable Food Cities Network		http://sustainablefoodcities.org/
The European voice of Local and Regional authorities for Development	PLATFOR MA	http://platforma-dev.eu/
The Global Water Operators Partnerships	GWOPA	http://www.gwopa.org/en/
The Hunger Project	THP	http://www.thp.org/
UNDP-UNEP Poverty-Environment Initiative	PEI	http://www.unpei.org/
UNEP-led Global Initiative for Resource Efficient Cities	GI-REC	http://www.unep.org/greeneconomy/
UNEP Green Economy Initiative		http://www.unep.org/greeneconomy/
UNEP Regional Seas Programme		http://www.unep.org/regionalseas/
UN-Habitat Gender Equality Network		http://unhabitat.org/urban-initiatives/networks/gender-equality-network/
United Cities and Local Governments	UCLG	http://www.uclg.org/ and http://women.uclg.org/
Urban and Regional Food Network		http://www.foodalliance.org.au/urban-and-regional-food-network-and-charter-and-the-food-profile-assessment-tool/
WHO Healthy Cities Network		http://www.euro.who.int/en/health-topics/environment-and-health/urban-health/activities/healthy-cities/who-european-healthy-cities-network
World Alliance of Cities Against Poverty	WACAP	http://wacapnetwork.org/
World Association of Major Metropolises	METROP OLIS	http://www.metropolis.org/
World Economic Forum	WEF	http://www.weforum.org/
World Mayors Council on Climate Change	WMCCC	http://www.worldmayorscouncil.org/

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Appendixes

Appendix 1. Self-checklist for promoting local SDGs

Given below is a self-checklist to assess the progress in promoting SDGs in communities. It can help clarify the status quo of each local government, especially regarding from where it should proceed with the project. Please use this checklist as needed.

Regarding the progress or degree of understanding of each item below, insert an arrow shape (▷) where applicable.

Progress:

- ✕: Not applicable
- △: Planning to implement measures or deepen the understanding of the item
- ○: Ongoing or having been understood fully

Table 1 Self-checklist for the assessment of progress in promoting local SDGs

No.	Relevant chapter of the guideline	Step 1: Understand SDGs	Progress		
			✕	△	○
1	1-1. (12)	Understand that SDGs constitute the core of the “2030 Agenda for Sustainable Development” and are development goals that are to be achieved by 2030.			
2	1-1. (12)	Understand the importance of integration of three dimensions (economy, society and environment) for sustainable development.			
3	1-1. (12)	Understand that both developed and developing countries need to take up the challenge for SDGs.			
4	1-2. (12)	Understand the three-layered structure in SDGs: 17 Goals, 169 Targets and nearly 230 Indicators.			
5	1-2. (12)	Understand each of the 17 Goals, in general.			
6	1-2. (12)	Have a look through the 169 Targets of SDGs and understand the general direction.			
7	1-2. (12)	Understand the necessity of measuring the progress in SDGs (17 Goals and 169 Targets) based on about 230 Indicators.			
8	1-2. (12)	Obtain the latest information on SDG Indicators through the UN Information Center or UN Statistical Commission websites.			
9	1-3. (17)	Understand the roles that the local government should fulfill to achieve 17 Goals of SDGs.			
10	1-3. (21)	Understand high expectations that are set for local governments contributing to achieving SDGs.			
11	1-3. (23)	Look through and understand the SDGs Implementation Guiding Principles, which were set forth by the Japanese government to promote working towards SDGs.			
12	1-3. (23)	Understand the importance of selecting, from the SDG Goals and Targets, the issues, goals and projects relevant to the situations particular to the community.			
13	1-3. (24)	Understand the possibility of producing positive effects on the community through proceeding with SDG projects, including QOL improvement for the residents, creation of a city with individuality, and promoting global partnerships.			
14	1-3. (25)	Understand the importance of developing an SDG project that can have a synergetic effect on several Goals.			
15	1-3. (25)	Understand SDGs as comprehensive goals ranging across multiple areas and the necessity of working cooperatively in a cross-sectoral manner with various stakeholders inside/outside the local government.			
16	1-3. (26)	Understand that working towards SDGs can lead to rebuilding local communities and contributing to society.			
17	1-3. (-)	Make sure that the above-mentioned issues are adequately understood by the staff in your own department.			
18	1-3. (-)	Make sure that the above-mentioned issues are adequately understood by those in different departments through holding workshops, etc.			

No.	Relevant chapter of the guideline	Step 2: Structure to work towards SDGs	Progress		
			×	Δ	○
19	2-1. (-)	Decide which department will lead the SDG project. Or find a consensus over the decision.			
20	2-1. (28)	To each of the departments or divisions of a local government: perform self-assessment regarding which goal(s) of the SDGs it can contribute to through its own services.			
21	2-1. (28)	Share the information on SDGs among different departments of the local government and carry out the project through the entire local government.			
22	2-2. (28)	To the SDG project leader (department): have interest in the global trends such as SDGs when setting up a project.			
23	2-2. (28)	To the SDG project leader (department): have an interest in the development of best practices or advanced/experimental operations that will be independently carried out within a community as part of the SDG project.			
24	2-3. (29)	Clarify the roles of each stakeholder involved in SDG promotion.			
25	2-4. (31)	Share the information on SDGs with stakeholders outside the local government and establish an organizational structure to enable collaboration.			
26	2-4. (31)	Share the information on SDGs among the top people (e.g., the head of the local government, and the director of each organization or department) and determine the project direction that each officer in charge will take.			
No.	Relevant chapter of the guideline	Step 3: Policy goals and specific targets	Progress		
			×	Δ	○
27	3-1. (38)	To the SDG project leader (department): sort out community-specific issues.			
28	3-1. (38)	Weigh these community-specific issues against each other to prioritize them for working on.			
29	3-2. (39)	To the SDG project leader (department): based on the current situations of the community, select the Goals and Targets relevant to local issues and put them together as policy goals. Or;			
30	3-2. (39)	Set long-term policy goals, while having a vision for the future of the community towards the year 2030 (or later years).			
31	3-2. (39)	Set specific targets according to the long-term policy goals.			
32	3-2. (40)	Set policy goals and specific targets which are not too broad to comprehend, and conduct selection and concentration in accordance with the size of the community.			
33	3-3. (42)	Have indicators ready to measure the progress in policy goals and specific targets.			
34	3-3. (42)	Make sure that the data necessary for the aforementioned indicators can be collected (discuss the data collectability).			
35	3-3. (42)	Some of the indicators can be compared with other communities because many local governments also collect the same data.			
36	3-3. (42)	Some of the indicators are unique and can represent the identity of the community.			
37	3-3. (48)	Express specific targets in a concrete manner (with the level or target to be reached in the future).			
38	3-3. (48)	Discuss whether it is better to have key performance indicators (KPIs).			
No.	Relevant chapter of the guideline	Step 4: Action program	Progress		
			×	Δ	○
39	4-1. (50)	Discuss whether SDG project policies can be incorporated into the action program of the local government (i.e., various plans such as a comprehensive plan, regional comprehensive strategy, urban planning master plan, and basic environmental plan).			
40	4-1. (50)	Formulate an action program in a concrete manner based on the SDG project policies.			
41	4-1. (51)	Have the action program sufficiently reflect the community priorities, etc.			
42	4-2. (53)	To promote SDGs, develop human resources among local government officials or stakeholders who are involved in the action program.			
43	4-2. (57)	Have a goal of making financial arrangements for implementing the action program (secure the local government's finances or utilize private funding).			
44	4-1. (50)	Discuss the possibility of collaboration with other local governments to take up a challenge that cannot be solved by a local government itself.			
No.	Relevant chapter of the guideline	Step 5: Follow-up	Progress		
			×	Δ	○
45	5-1. (60)	Hold follow-up meetings to report and understand the progress in achieving the goals and targets.			
46	5-1. (60)	Establish a follow-up system in case of interdepartmental transfer of staff.			
47	5-1. (60)	When formulating new measures, give feedback based on the insight obtained at the preceding follow-up meetings.			
48	5-2. (61)	Assess the project outcomes based on the indicators when following up the project and measuring the progress in achieving the goals and targets.			
49	5-2. (62)	Discuss the necessity of reviewing the goals and the indicators, etc.			
50	5-2. (62)	Establish a system to inform and share with the citizens the information on projects about whether they are successful or are struggling to meet expectations.			

Appendix 2. Lists of SDG Targets and Indicators

Table 1. List of SDG Targets

Goal				
Target No.				
Target No. under each goal				
Target				
1	1	1.1	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day	
	2	1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	
	3	1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	
	4	1.4	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	
	5	1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	
	6	1.a	Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	
	7	1.b	Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	
2	8	2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	
	9	2.2	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	
	10	2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	
	11	2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	
	12	2.5	By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed	
	13	2.a	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	
	14	2.b	Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round	
	15	2.c	Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility	
	3	16	3.1	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
		17	3.2	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
18		3.3	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	
19		3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	
20		3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	
21		3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents	
22		3.7	By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes	
23		3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	
24		3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	
25		3.a	Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	
26	3.b	Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to		

		use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all	
	27	3.c	Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States
	28	3.d	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks
4	29	4.1	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
	30	4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
	31	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
	32	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
	33	4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
	34	4.6	By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
	35	4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
	36	4.a	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
	37	4.b	By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
	38	4.c	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States
5	39	5.1	End all forms of discrimination against all women and girls everywhere
	40	5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
	41	5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
	42	5.4	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
	43	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	44	5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
	45	5.a	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
	46	5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
	47	5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
6	48	6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all
	49	6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
	50	6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
	51	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
	52	6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
	53	6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
	54	6.a	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
	55	6.b	Support and strengthen the participation of local communities in improving water and sanitation management
7	56	7.1	By 2030, ensure universal access to affordable, reliable and modern energy services
	57	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
	58	7.3	By 2030, double the global rate of improvement in energy efficiency
	59	7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
	60	7.b	By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in

			developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support
8	61	8.1	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in the least developed countries
	62	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
	63	8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
	64	8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead
	65	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	66	8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training
	67	8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
	68	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	69	8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
	70	8.10	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
	71	8.a	Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries
	72	8.b	By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization
9	73	9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
	74	9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
	75	9.3	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
	76	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
	77	9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
	78	9.a	Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States
	79	9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
	80	9.c	Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020
10	81	10.1	By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
	82	10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
	83	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
	84	10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
	85	10.5	Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
	86	10.6	Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
	87	10.7	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
	88	10.a	Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
	89	10.b	Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes
	90	10.c	By 2030, reduce to less than 3 percent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent
11	91	11.1	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

	92	11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
	93	11.3	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
	94	11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage
	95	11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
	96	11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
	97	11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
	98	11.a	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
	99	11.b	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels
	100	11.c	Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials
12	101	12.1	Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
	102	12.2	By 2030, achieve the sustainable management and efficient use of natural resources
	103	12.3	By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
	104	12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
	105	12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
	106	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	107	12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	108	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
	109	12.a	Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
	110	12.b	Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products
	111	12.c	Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities
13	112	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
	113	13.2	Integrate climate change measures into national policies, strategies and planning
	114	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
	115	13.a	Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible
	116	13.b	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities
14	117	14.1	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
	118	14.2	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
	119	14.3	Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
	120	14.4	By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics
	121	14.5	By 2020, conserve at least 10 percent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
	122	14.6	By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation

	123	14.7	By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism
	124	14.a	Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries
	125	14.b	Provide access for small-scale artisanal fishers to marine resources and markets
	126	14.c	Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of “The future we want”
15	127	15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
	128	15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
	129	15.3	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
	130	15.4	By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development
	131	15.5	Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
	132	15.6	Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed
	133	15.7	Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
	134	15.8	By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
	135	15.9	By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
	136	15.a	Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
	137	15.b	Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation
	138	15.c	Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities
16	139	16.1	Significantly reduce all forms of violence and related death rates everywhere
	140	16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children
	141	16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all
	142	16.4	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
	143	16.5	Substantially reduce corruption and bribery in all their forms
	144	16.6	Develop effective, accountable and transparent institutions at all levels
	145	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels
	146	16.8	Broaden and strengthen the participation of developing countries in the institutions of global governance
	147	16.9	By 2030, provide legal identity for all, including birth registration
	148	16.10	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
	149	16.a	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
	150	16.b	Promote and enforce non-discriminatory laws and policies for sustainable development
17	151	17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
	152	17.2	Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 percent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 percent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries
	153	17.3	Mobilize additional financial resources for developing countries from multiple sources
	154	17.4	Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress
	155	17.5	Adopt and implement investment promotion regimes for least developed countries
	156	17.6	Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
	157	17.7	Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed
	158	17.8	Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least

		developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology
159	17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
160	17.10	Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
161	17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
162	17.12	Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access
163	17.13	Enhance global macroeconomic stability, including through policy coordination and policy coherence
164	17.14	Enhance policy coherence for sustainable development
165	17.15	Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.
166	17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
167	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
168	17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
169	17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

Table 2. List of SDG Indicators (as of December 2017)

Goal	Indicator No.	Indicator No. under each goal	Indicator
1	1	1.1.1	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)
	2	1.2.1	Proportion of population living below the national poverty line, by sex and age
	3	1.2.2	Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	4	1.3.1	Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable
	5	1.4.1	Proportion of population living in households with access to basic services
	6	1.4.2	Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure
	7	1.5.1	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
	8	1.5.2	Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)
	9	1.5.3	Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030
	10	1.5.4	Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
	11	1.a.1	Proportion of domestically generated resources allocated by the government directly to poverty reduction programmes
	12	1.a.2	Proportion of total government spending on essential services (education, health and social protection)
	13	1.a.3	Sum of total grants and non-debt-creating inflows directly allocated to poverty reduction programmes as a proportion of GDP
	14	1.b.1	Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups
2	15	2.1.1	Prevalence of undernourishment
	16	2.1.2	Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)
	17	2.2.1	Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age
	18	2.2.2	Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)
	19	2.3.1	Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size
	20	2.3.2	Average income of small-scale food producers, by sex and indigenous status
	21	2.4.1	Proportion of agricultural area under productive and sustainable agriculture
	22	2.5.1	Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities
	23	2.5.2	Proportion of local breeds classified as being at risk, not at risk or at unknown level of risk of extinction
	24	2.a.1	The agriculture orientation index for government expenditures
	25	2.a.2	Total official flows (official development assistance plus other official flows) to the agriculture sector
	26	2.b.1	Agricultural export subsidies
	27	2.c.1	Indicator of food price anomalies
	3	28	3.1.1
29		3.1.2	Proportion of births attended by skilled health personnel
30		3.2.1	Under-5 mortality rate
31		3.2.2	Neonatal mortality rate
32		3.3.1	Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations
33		3.3.2	Tuberculosis incidence per 100,000 population
34		3.3.3	Malaria incidence per 1,000 population
35		3.3.4	Hepatitis B incidence per 100,000 population
36		3.3.5	Number of people requiring interventions against neglected tropical diseases
37		3.4.1	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease
38		3.4.2	Suicide mortality rate
39		3.5.1	Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders
40		3.5.2	Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol
41		3.6.1	Death rate due to road traffic injuries
4	42	3.7.1	Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods
	43	3.7.2	Adolescent birth rate (aged 10–14 years; aged 15–19 years) per 1,000 women in that age group
	44	3.8.1	Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population)
	45	3.8.2	Proportion of population with large household expenditures on health as a share of total household expenditure or income
	46	3.9.1	Mortality rate attributed to household and ambient air pollution
	47	3.9.2	Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)
	48	3.9.3	Mortality rate attributed to unintentional poisoning
	49	3.a.1	Age-standardized prevalence of current tobacco use among persons aged 15 years and older
	50	3.b.1	Proportion of the target population covered by all vaccines included in their national programme
	51	3.b.2	Total net official development assistance to medical research and basic health sectors
	52	3.b.3	Proportion of health facilities that have a core set of relevant essential medicines available and affordable on a sustainable basis
	53	3.c.1	Health worker density and distribution
	54	3.d.1	International Health Regulations (IHR) capacity and health emergency preparedness
	55	4.1.1	Proportion of children and young people (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

56	4.2.1	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex
57	4.2.2	Participation rate in organized learning (one year before the official primary entry age), by sex
58	4.3.1	Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex
59	4.4.1	Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill
60	4.5.1	Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated
61	4.6.1	Proportion of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex
62	4.7.1	Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment
63	4.a.1	Proportion of schools with access to (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions)
64	4.b.1	Volume of official development assistance flows for scholarships by sector and type of study
65	4.c.1	Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country
5	66	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
	67	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
	68	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence
	69	5.3.1 Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18
	70	5.3.2 Proportion of girls and women aged 15–49 years who have undergone female genital mutilation/cutting, by age
	71	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location
	72	5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments
	73	5.5.2 Proportion of women in managerial positions
	74	5.6.1 Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care
	75	5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education
	76	5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure
	77	5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control
	78	5.b.1 Proportion of individuals who own a mobile telephone, by sex
	79	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment
6	80	6.1.1 Proportion of population using safely managed drinking water services
	81	6.2.1 Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water
	82	6.3.1 Proportion of wastewater safely treated
	83	6.3.2 Proportion of bodies of water with good ambient water quality
	84	6.4.1 Change in water-use efficiency over time
	85	6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources
	86	6.5.1 Degree of integrated water resources management implementation (0–100)
	87	6.5.2 Proportion of transboundary basin area with an operational arrangement for water cooperation
	88	6.6.1 Change in the extent of water-related ecosystems over time
	89	6.a.1 Amount of water- and sanitation-related official development assistance that is part of a government-coordinated spending plan
	90	6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management
7	91	7.1.1 Proportion of population with access to electricity
	92	7.1.2 Proportion of population with primary reliance on clean fuels and technology
	93	7.2.1 Renewable energy share in the total final energy consumption
7	94	7.3.1 Energy intensity measured in terms of primary energy and GDP
	95	7.a.1 International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems
	96	7.b.1 Investments in energy efficiency as a proportion of GDP and the amount of foreign direct investment in financial transfer for infrastructure and technology to sustainable development services
8	97	8.1.1 Annual growth rate of real GDP per capita
	98	8.2.1 Annual growth rate of real GDP per employed person
	99	8.3.1 Proportion of informal employment in non-agriculture employment, by sex
	100	8.4.1 Material footprint, material footprint per capita, and material footprint per GDP
	101	8.4.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP
	102	8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities
	103	8.5.2 Unemployment rate, by sex, age and persons with disabilities
	104	8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training
	105	8.7.1 Proportion and number of children aged 5–17 years engaged in child labour, by sex and age
	106	8.8.1 Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status
	107	8.8.2 Level of national compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status
	108	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate
	109	8.9.2 Proportion of jobs in sustainable tourism industries out of total tourism jobs
	110	8.10.1 (a) Number of commercial bank branches per 100,000 adults and (b) number of automated teller machines (ATMs) per 100,000 adults
	111	8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a

		mobile-money-service provider
	112	8.a.1 Aid for Trade commitments and disbursements
	113	8.b.1 Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy
9	114	9.1.1 Proportion of the rural population who live within 2 km of an all-season road
	115	9.1.2 Passenger and freight volumes, by mode of transport
	116	9.2.1 Manufacturing value added as a proportion of GDP and per capita
	117	9.2.2 Manufacturing employment as a proportion of total employment
	118	9.3.1 Proportion of small-scale industries in total industry value added
	119	9.3.2 Proportion of small-scale industries with a loan or line of credit
	120	9.4.1 CO2 emission per unit of value added
	121	9.5.1 Research and development expenditure as a proportion of GDP
	122	9.5.2 Researchers (in full-time equivalent) per million inhabitants
	123	9.a.1 Total official international support (official development assistance plus other official flows) to infrastructure
	124	9.b.1 Proportion of medium and high-tech industry value added in total value added
	125	9.c.1 Proportion of population covered by a mobile network, by technology
10	126	10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population
	127	10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities
	128	10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
	129	10.4.1 Labour share of GDP, comprising wages and social protection transfers
	130	10.5.1 Financial Soundness Indicators
	131	10.6.1 Proportion of members and voting rights of developing countries in international organizations
	132	10.7.1 Recruitment cost borne by employee as a proportion of yearly income earned in country of destination
	133	10.7.2 Number of countries that have implemented well-managed migration policies
	134	10.a.1 Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff
	135	10.b.1 Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)
	136	10.c.1 Remittance costs as a proportion of the amount remitted
11	137	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing
	138	11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities
	139	11.3.1 Ratio of land consumption rate to population growth rate
	140	11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically
	141	11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship)
	142	11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
	143	11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters
	144	11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities
	145	11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)
	146	11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities
	147	11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
	148	11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city
	149	11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030
	150	11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
	151	11.c.1 Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials
12	152	12.1.1 Number of countries with sustainable consumption and production (SCP) national action plans or SCP mainstreamed as a priority or a target into national policies
	153	12.2.1 Material footprint, material footprint per capita, and material footprint per GDP
	154	12.2.2 Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP
	155	12.3.1 Global food loss index
	156	12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement
	157	12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment
	158	12.5.1 National recycling rate, tons of material recycled
	159	12.6.1 Number of companies publishing sustainability reports
	160	12.7.1 Number of countries implementing sustainable public procurement policies and action plans
	161	12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment
	162	12.a.1 Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies
	163	12.b.1 Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools
	164	12.c.1 Amount of fossil-fuel subsidies per unit of GDP (production and consumption) and as a proportion of total national expenditure on fossil fuels
13	165	13.1.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
	166	13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030
	167	13.1.3 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies

	168	13.2.1	Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)
	169	13.3.1	Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula
	170	13.3.2	Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions
	171	13.a.1	Mobilized amount of United States dollars per year between 2020 and 2025 accountable towards the \$100 billion commitment
	172	13.b.1	Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities
14	173	14.1.1	Index of coastal eutrophication and floating plastic debris density
	174	14.2.1	Proportion of national exclusive economic zones managed using ecosystem-based approaches
	175	14.3.1	Average marine acidity (pH) measured at agreed suite of representative sampling stations
	176	14.4.1	Proportion of fish stocks within biologically sustainable levels
	177	14.5.1	Coverage of protected areas in relation to marine areas
	178	14.6.1	Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing
	179	14.7.1	Sustainable fisheries as a proportion of GDP in small island developing States, least developed countries and all countries
	180	14.a.1	Proportion of total research budget allocated to research in the field of marine technology
	181	14.b.1	Progress by countries in the degree of application of a legal/regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries
	182	14.c.1	Number of countries making progress in ratifying, accepting and implementing through legal, policy and institutional frameworks, ocean-related instruments that implement international law, as reflected in the United Nations Convention on the Law of the Sea, for the conservation and sustainable use of the oceans and their resources
15	183	15.1.1	Forest area as a proportion of total land area
	184	15.1.2	Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
	185	15.2.1	Progress towards sustainable forest management
	186	15.3.1	Proportion of land that is degraded over total land area
	187	15.4.1	Coverage by protected areas of important sites for mountain biodiversity
	188	15.4.2	Mountain Green Cover Index
	189	15.5.1	Red List Index
	190	15.6.1	Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits
	191	15.7.1	Proportion of traded wildlife that was poached or illicitly trafficked
	192	15.8.1	Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species
	193	15.9.1	Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020
	194	15.a.1	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems
	195	15.b.1	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems
	196	15.c.1	Proportion of traded wildlife that was poached or illicitly trafficked
16	197	16.1.1	Number of victims of intentional homicide per 100,000 population, by sex and age
16	198	16.1.2	Conflict-related deaths per 100,000 population, by sex, age and cause
	199	16.1.3	Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months
	200	16.1.4	Proportion of population that feel safe walking alone around the area they live
	201	16.2.1	Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month
	202	16.2.2	Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation
	203	16.2.3	Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18
	204	16.3.1	Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
	205	16.3.2	Unsentenced detainees as a proportion of overall prison population
	206	16.4.1	Total value of inward and outward illicit financial flows (in current United States dollars)
	207	16.4.2	Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments
	208	16.5.1	Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months
	209	16.5.2	Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months
	210	16.6.1	Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)
	211	16.6.2	Proportion of population satisfied with their last experience of public services
	212	16.7.1	Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions
	213	16.7.2	Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
	214	16.8.1	Proportion of members and voting rights of developing countries in international organizations
	215	16.9.1	Proportion of children under 5 years of age whose births have been registered with a civil authority, by age
	216	16.10.1	Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months
	217	16.10.2	Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information
	218	16.a.1	Existence of independent national human rights institutions in compliance with the Paris Principles
	219	16.b.1	Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law

17	220	17.1.1	Total government revenue as a proportion of GDP, by source
	221	17.1.2	Proportion of domestic budget funded by domestic taxes
	222	17.2.1	Net official development assistance, total and to least developed countries, as a proportion of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee donors' gross national income (GNI)
	223	17.3.1	Foreign direct investment (FDI), official development assistance and South-South cooperation as a proportion of total domestic budget
	224	17.3.2	Volume of remittances (in United States dollars) as a proportion of total GDP
	225	17.4.1	Debt service as a proportion of exports of goods and services
	226	17.5.1	Number of countries that adopt and implement investment promotion regimes for least developed countries
	227	17.6.1	Number of science and/or technology cooperation agreements and programmes between countries, by type of cooperation
	228	17.6.2	Fixed Internet broadband subscriptions per 100 inhabitants, by speed
	229	17.7.1	Total amount of approved funding for developing countries to promote the development, transfer, dissemination and diffusion of environmentally sound technologies
	230	17.8.1	Proportion of individuals using the Internet
	231	17.9.1	Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries
	232	17.10.1	Worldwide weighted tariff-average
	233	17.11.1	Developing countries' and least developed countries' share of global exports
	234	17.12.1	Average tariffs faced by developing countries, least developed countries and small island developing States
	235	17.13.1	Macroeconomic Dashboard
	236	17.14.1	Number of countries with mechanisms in place to enhance policy coherence of sustainable development
	237	17.15.1	Extent of use of country-owned results frameworks and planning tools by providers of development cooperation
	238	17.16.1	Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals
	239	17.17.1	Amount of United States dollars committed to public-private and civil society partnerships
	240	17.18.1	Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics
	241	17.18.2	Number of countries that have national statistical legislation that complies with the Fundamental Principles of Official Statistics
	242	17.18.3	Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding
	243	17.19.1	Dollar value of all resources made available to strengthen statistical capacity in developing countries
	244	17.19.2	Proportion of countries that (a) have conducted at least one population and housing census in the last 10 years; and (b) have achieved 100 percent birth registration and 80 percent death registration

Table 3. Examples of localized indicators to measure the progress in
Japanese local SDG projects:
(A case of Goal 11)

Goal	Target	Indicator	Indicator Number	Localized indicator	Data source
11. Make cities and human settlements inclusive, safe, resilient and sustainable	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	11.1.1 Percentage of urban population living in slums or informal settlements	11-1	Percentage of homeless people	Ministry of Health, Labour and Welfare (Social Welfare and War Victims' Relief Bureau); "National Survey on the Actual Conditions of the Homeless"
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities	11-2	Proportion of population that uses railways, trains and buses to commute to school or work (excluding those working at home) and are 15 years of age or older	Ministry of Internal Affairs and Communications (Statistics Bureau; Statistical Survey Department; Population Census Division); "National Population Census"
	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	11.3.1 Ratio of land consumption rate to population growth rate	11-3	Rate of population increase or decrease	Ministry of Internal Affairs and Communications (Statistics Bureau); "National Population Census"
		11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically	11-4	(Number of births – Number of deaths) / Total population	Ministry of Health, Labour and Welfare; "National Survey on Public Assistance Recipients"
	11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Center designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship)			
	11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	11.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people	11-5	Number of deaths by extrinsic causes such as natural disasters	Ministry of Health, Labor and Welfare; "Vital Statistics"
		11.5.2 Economic loss owing to disasters in relation to global GDP, including disaster damage to critical infrastructure and disruption of basic services	11-6	Local government expenditure breakdown (disaster relief expenditure)	Ministry of Internal Affairs and Communications (Statistics Bureau); "Survey on Municipal Financial Status"
	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal	11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities	11-7	(Final disposal / Total waste) x 100	Ministry of the Environment; "Information on Waste Disposal Technologies"

	and other waste management.	11.6.2 Annual mean levels of fine particulate matter (e.g., PM2.5 and PM10) in cities (population weighted)	11-8	Number of days in which the hourly concentration of photochemical oxidants (Ox) is 0.12 ppm or higher during the daytime	National Institute for Environmental Studies: "Environmental GIS"
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.		11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities	11-9	(Number of libraries + Number of community centers) / Habitable area	Ministry of Internal Affairs and Communications (Statistics Bureau): "Statistical Observations of <i>Shi, Ku, Machi, Mura</i> "
			11-10	(Total area of libraries + Total area of community centers) / Habitable area	Ministry of Internal Affairs and Communications: "A Comparison
			11-11	Number of parks / Total population	Table of Communal
			11-12	Area of parks / Habitable area	Facilities over Time"
			11-13	Area of parks / Population	
		11-14	Number of reported sexual crimes	National Policy Agency: "Crime Statistics"	
11.7.2 Proportion of persons who are victims of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months					
11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.	11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city		11-15	Whether demographic forecasts are made or not	National Institute of Population and Social Security Research: "Population Projection for Japan by Prefectures"
11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.	11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030.		11-16	Whether local government disaster prevention planning is made or not	Ministry of Internal Affairs and Communications (Fire and Disaster Management Agency): "Disaster Prevention Measures by Local Governments"
	11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030				
11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.	11.c.1 Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials				

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Postface

This guideline summarizes the activity outcomes of the “Committee for the Development of a Guideline for Undertaking SDGs at the Local Government Level (chairman: Shuzo Murakami),” which was established within the Institute for Building Environment and Energy Conservation with the support of the Housing Bureau of the Ministry of Land, Infrastructure, Transport and Tourism of Japan. None of the local governments are subject to the same conditions in terms of the scale, economy, society, environment, etc. Therefore, a proper understanding of community-specific conditions has to underpin the structure or method of working towards achieving SDGs. This guideline provides a general outline of how to start with SDGs in local government level. As each of the local governments faces different situations, the use as a reference when needed is recommended. We sincerely hope that this guideline for SDG projects can be of use to local governments. The guideline was first published in March 2017. As of March 2018, the second edition has become available. We will continuously seek to improve the contents in various ways. It would be greatly appreciated if any comments, opinions or suggestions for improvement could be made regarding the guideline. Please refer to our contact information below.

March 2018

[For download]

<http://www.ibec.or.jp/sdgs/index.html>

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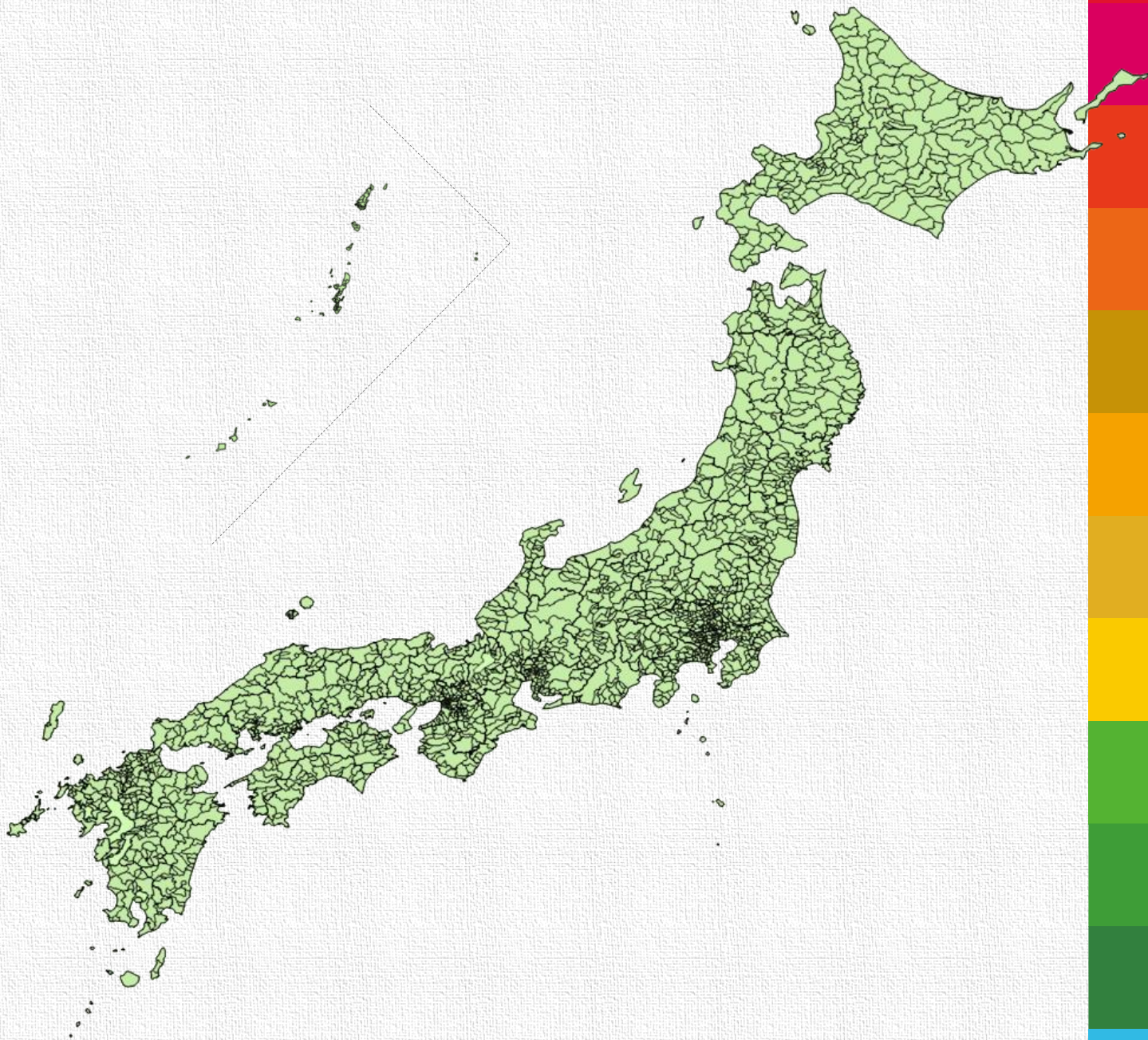
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