Position Paper by the Coalition of Civil Society Organizations on Implementing the 2030 Agenda (SDGs) in Israel

Part One: Introduction

At the core of the UN global goals for sustainable development ("SDGs" or "Agenda 2030")[1] is an understanding of the need for broad cooperation among all sectors of society to reach equality and prosperity for all, while at the same time ensuring that the life support systems of Planet Earth will thrive.

In light of this vision, a coalition was established in Israel of dozens of civil society organizations (CSOs) that view Agenda 2030 as a tool for changing the face of Israeli society, and as a road map for hope.*

This position paper was written as part of an open and inclusive discussion of the coalition of CSOs in Israel, committed to advance change inspired by the global goals, while seeking to learn from the work of similar coalitions around the world. The aim of this position paper is to lay the cornerstone for the implementation of Agenda 2030 from the standpoint of civil society and present the conditions and mechanisms for realizing it in Israel. [2]

In the position paper, we will outline ten guiding principles that constitute the necessary conditions for proper implementation of the SDGs, and suggest milestones for reaching these objectives. These are the necessary steps to generate the significant changes to remedy deep-rooted social problems and to bring about the implementation of the SDGs in Israel by 2030.

*List of organizations leading the process: Itach-Maaki ("with you") - Women Lawyers for Social Justice for Social Justice, The Heschel Center for Sustainability, The Israeli Civic Leadership Association (Civic Leadership), in Cooperation with Heinrich Boell Stiftung in Israel. List of organizations that took part in writing the position paper: Citizens for the Environment, Ahoti (Sister) - For Women in Israel, The Association of Advisors for Women's Status in Local Government, The Association of Rape Crisis Centers in Israel, Injaz, Enosh – The Israeli Mental Health Association, Ecoocean, B'Sod Siach (For the Promotion of Dialogue), JDC of Israel, The Association for Civil Rights in Israel, The Society for the Protection of Nature in Israel, Israel Association of Community Centers, Ha-Lev – Association of Organizations for the Elderly in Israel, Esek Mishelah – Economic Empowerment for Women, The Society for Sustainable Economics, Israel Trauma Coalition, A New Dawn in the Negev, "Chen" – Patient Fertility, The Abraham Fund Initiatives, We Power – Gender Equality in Decision-Making Positions, Green Course – Leading Activism for the Environment, Eshel – Council of Directors of Volunteer Organizations in Beersheva and the Vicinity, Midot- Reflecting and Rating NPOs Ltd., Maagaeli Erekh – Value Leverages, Movement for Israeli Urbanism (Merhav), Rackman Center, Advancement of Gender Equality Initiatives, Van Leer Institute, Games for Peace, Women Wage Peace, Sikkuy, Elem Jerusalem, Yedid – The Association for Community Empowerment, Peace NGOs Forum, Negev Coexistence Forum for Civil Equality, Jisr a-Zarqa Economic Development Project, Kedma, YK Center Israel (SDG Community, Women's Spirit, Citizen's Empowerment Movement in Israel, Sheatufim – Strategies for Social Impact,), Imagine – Empowerment through Music, MAZON – A Jewish Response to Hunger, Mind the Conflict, Ting Global.

Link to a short video about the process of writing this report:
https://www.youtube.com/watch?v=WGzNY3Ds6gs&feature=youtu.be

It should be emphasized that the position paper does not cover the entire gamut of difficulties and challenges in Israeli society, including poverty, economic gaps, and ongoing armed conflict, which have ramifications for equality and the rights of various groups and individuals. [3]

After submitting the position paper, the Coalition organizations will formulate a comprehensive monitoring report on the fulfillment of the goals and objectives in Israel. The Coalition will address the variety of challenges and social gaps, and at the same time will seek to develop tools to fulfill the potential for collaboration.

This position paper was compiled in parallel to the drafting of the Israeli government report to the High Level Political Forum at the United Nations planned for July 2019. The CSO's paper was finalized before the government's report was made available to the public, and the CSOs have yet to respond to it.

The Role of Civil Society in Israel in the Implementation of Agenda 2030

Civil society in Israel comprises thousands of organizations with knowledge and expertise in a wide range of areas.[4] CSOs play a key role in carrying out activities that strengthen diverse groups in society and in catalyzing long-term social change processes that are often adopted by the Israeli government, such as: decisions for gender equality, reforms in education and environment, the promotion of renewable energy, mechanisms for transparency in government, freedom of information. CSOs serve as a watchdog to draw attention and call for action around injustice largely hidden from the public eye, sounding an alarm for marginalized populations whose voices are seldom heard.

The Coalition believes that the most important message of Agenda 2030 stems from its integrative perspective, which highlights the synergy needed to fulfill the various goals. In the working groups set up by the Coalition,[5] the integrative principle was also identified as a key to leveraging collaboration within civil society, enabling the sharing of knowledge and experience and the broadening of perspective. It is hoped that the broad and diverse coalition of organizations created can become a significant factor to strengthen capacity and forge collaborations both with government actors and with the commercial sector.

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Despite the potential identified within the Agenda 2030 platform, CSOs also wish to point out the possible pitfalls in the adoption of Agenda 2030 as a policy tool. Among the concerns raised in the discussions:

- Difficulty in turning vision into practice, due to the general character of the Agenda.
- Lack of dedicated long-term budgets within government and civil society.
- The gap between government declarations regarding the achievement of goals, and their actual implementation.
- The hope embedded in the global goals will not be fulfilled in terms of advancing groups facing discrimination.

Therefore, the objective of this position paper is to emphasize the guiding principles and mechanisms which will enable to avoid these pitfalls and reach an optimal realization of Agenda 2030.

Part Two: The Need for a Systemic View and Synchronization in Addressing Core Challenges in Israel

The Israeli government pledged in September 2015 to act towards the adoption of global goals for sustainable development, from January 2016 through 2030.

To date, there are still many hurdles to be overcome to achieve the implementation of sustainable solutions in the spirit of the SDGs. In some cases, the topics are not high on the list of government priorities, such as in the case of the advancement of peace (as mentioned in goal 16). As for many other broad topics-such as the problems of poverty, health, environmental challenges, and lack of gender equality-despite a willingness of the government to advance solutions and many plans to do so, no significant changes have been made.[6]

The coalition believes that the key to fulfilling Israel's pledge to implement the goals is the development of mechanisms for systemic, interdisciplinary work, embracing all government, civil society and financial sector organizations (goal 17 of the 2030 Agenda). The centrality of the development of mechanisms for systemic collaboration has been reiterated time and again in the Agenda's expressed mission. [7]

The international index evaluating how nations around the world are implementing global goals, ranks Israel in the 41st place. [8] According to this ranking, the lack of implementation of goal 17, which emphasizes collaboration, stands out prominently.

An examination of government programs that have not yet realized their goals reveals a lack of an integrative evaluation of complex problems and a lack of mechanisms for communication and cooperation. This challenge is reflected frequently in reports of the State Comptroller, which have pointed to the "lack of an overall policy […] In the absence of proper guidance, each authority acts according to its own perspective; [9] " duplication in the jobs of employees in different ministries that operate without consultation; [10] the "problematic coordination" between ministries, which led to the "superfluous delay in responding to requests"; the lack of a "central body" and failure to determine a clear and orderly procedure "that will set up, inter alia, the mechanism for the transfer of information between the various actors" [11], and the lack of clarity regarding a coordinating body […] detrimental to the efficacy of the policy. [12]

Despite these examples, [13] it is evident that there exists a growing awareness among government ministries of the importance of integrative planning. In recent years, this aspect of planning has often been touted as a key goal. This is reflected, for example, in the government's 2019 work plan, which states that "the intent of the strategic assessment of the situation is to serve as a 'collective compass' to assist in decision-making for the entire government." In recent years, several examples of integrative processes instigated by the government,[14] in the Knesset, and of course, among CSOs, can be identified. [15] However, government offices state that the incentives operating in the governmental system are not necessarily geared towards collaborative work with a long-term view. [16]

In view of these structural obstacles, the CSO Coalition will present guiding principles that will enable the creation of policies which offer keys to fundamental change in Israeli society.

Part Three: Guiding Principles for Shaping Policy according to Agenda 2030 [17]

The implementation of the 17 goals for 2030, with an emphasis on the interface points between them, requires a values-based perspective that places the principles of democracy, equality and sustainability at center stage. The coalition has formulated ten principles that give this perspective concrete expression and are a guideline as to how to translate the goals of Agenda 2030 into an overarching policy. The ten guiding principles were refined in discussions of CSOs, through examining successful and unsuccessful cases of policy programs in the present and past. The guiding principles below were intended to ensure that the policy that is determined – in every realm – will lead to the advancement of the SDGs.

First Principle: Human Dignity Perspective

The preliminary assumption of any policy must reflect human dignity as the ethical recognition of the value of every person by virtue of his or her humanness, in all its variety. Governments must act with compassion and empathy, without racism or verbal and physical violence towards civilians, and with a basic recognition of the variety and complexity of each and every partner, and an openness to learning from his or her diverse life experience.

Guiding questions / Strategy for implementation:

- How does the policy advance and strengthen the perspective of human dignity by virtue of acknowledging each person's unique humanness?
- How does it take into account differences between various social groups, and differential impact on diverse groups?
- Does the policy strive for full implementation of the right for all humans to a life of minimum respect and dignity?

Second Principle: Holistic Perspective

Core essential problems in society can be solved only through adopting the following perspective and set of criteria:

- Strive for systemic solutions as a response to social and civil challenges through a multi-disciplinary and multi-dimensional approach.
- Aspire to solutions that address the root of problems, and not only the symptoms.
- Identify the connection to reciprocal influences of various life realms on the problem.
- Analyze the consequences of various alternative solutions to avoid solutions that generate other problems – environmental, social or economic.

Guiding questions / Strategy for implementation:

- Does the policy succeed in addressing the problem at the root, or only its symptoms?
- How is this phenomenon influenced by other phenomena?
- How does this solution impact other fields, and does it have unseen ramifications that are not immediately perceptible?
- How can a solution be identified and devised that has added social benefits (co-benefits)?
- Use "backcasting" to the desired goal, and subsequently, map out the necessary steps in order to reach it. What must be done today/tomorrow/in the coming years in order to achieve the goals and reach the desired reality?

Third Principle: Inclusivity, Diversity and Representation

Shape every policy in a manner that includes the interests and needs of various and diverse communities, with a special emphasis on groups that suffer from pervasive discrimination, in the spirit of the overarching principle of the 2030 Agenda: "Leave no one behind." Make sure that the worldviews and concerns of all the actors are represented at the table and take into account the spirit of the principle "nothing about us without us." In parallel, the process must be constructed with an awareness of the existing obstacles vis-a-vis discriminated and disadvantaged populations, such as economic, social, geographic and technological gaps. The objective is to grapple with these obstacles and overcome them.

Guiding questions / Strategy for implementation:

- Who is missing around the table? Who is influenced or could be hurt from this process, and who might contribute additional perspectives? Whose voice has not yet been heard at the various stages of the decision-making and policy-implementation process, and how can it be made audible?
- Does the discriminated population have access to ways of influencing the process? What measures can be taken to remove the obstacles (legislative or procedural, budget allocations, publicity in media and relevant social media)?
- Issue calls for proposals and allocation requests accessible in different languages, to different geographic locations, religions and cultures.

Fourth Principle: Strengthening the Democratic Process and Faith in the Government

The public's faith in government processes must be strengthened by reinforcing the sense of ownership and by creating trust between all parties. [18] In order to enable an integrative and inclusive process, it is necessary to ensure that an infrastructure is first laid using confidence-building measures, predicated on clear credible communication of the process serving the public interest (this principle also applies to those who do not directly take part in the process).

Guiding questions / Strategy for implementation:

- How does the policy strengthen the public's faith in government?
- Do the policies and the actions contribute to building trust and increasing faith in public institutions?

Fifth Principle: Inclusive Governance

Institutionalize channels to include civil society organizations and the general public in decision-making processes – based on mutuality and partnership. There is a need to deepen and strengthen "bottom-up" processes that enable a diversity of experts to influence and shape policy. The goal is to bring people from diverse communities to see themselves as partners and increase a sense of ownership. This policy shift also seeks to change the view of citizens from consumers (who merely enjoy or "use" government services) to partners in defining the problem and devising solutions. In this vein, it is also important to leverage demonstrated successes in multi-sector collaboration.

Guiding questions / Strategy for implementation:

- How many and which actors / partners are participating in the decision-making?
- How much weight does civil society have in the decision-making?
- How is the public to be approached regarding decision-making during a given process, in a manner that does not identify it only as a consumer of services?

Sixth Principle: Ensure the Vitality of Earth's Life Support Systems

Every policy should be considered and evaluated according to its contribution over time to the struggle to preserve and foster the vitality and health of the earth's life-supporting systems (e.g.: climate, oceans, clean air and water, biodiversity) and the creation of a safe operating space for humanity.

Guiding questions / Strategy for implementation:

- Do the steps being considered contribute to or detract from the stability of the climate?
- Is the precautionary principle applied in every development initiative, policy or commercial activity?
- Will this activity protect and enable the renewal of this resource, or destroy it?
- Do the activities bring about the continued degradation of life support systems (natural resources, clean air, climate stability) in a systematic manner, or help regenerate these systems?

Seventh Principle: View Policy Influence on Future Generations

It is essential to examine policy initiatives from the viewpoint of future generations, and the ramifications for them. Develop expertise (a "future field") in the areas of environmental quality, natural resources, aging, science, development, education, health, market and economy, demography, planning and building, quality of life, technology and law, to incorporate into policy its projected influence on future generations.

Guiding questions / Strategy for implementation:

- How youth influence the planning process?
- What are the possible effects of planned activities and processes, and will they enable future generations to enjoy climate stability, natural resources and good health?

Eighth Principle: Integrate an Analysis of Gender Perspectives

All too often, women's voices are pushed aside. Adoption of an egalitarian perspective will lead to the formulation policy from gender perspective, integrating of the needs and implications on women from a variety of population groups, particularly, on women suffering from exclusion and marginalization.
Formulation of policy according to this principle will necessitate viewing issues through the eyes of women from a range of population groups. This will not only advance the rights of women, but will also constitute a meaningful marker regarding the complete implementation of the goals of Agenda 2030 in light of the agenda's basic principle: "Leave no one behind"

Guiding questions / Strategy for implementation:

- Are women involved and exerting influence throughout the entire course of any policy creation?
- Are women and gender experts from diverse backgrounds represented, including from discriminated populations?
- How can current mechanisms for consultation that adopt a gender perspective throughout the process include gender perspectives effectively?

Ninth Principle: Long-term Planning Including Setting Clear Goals and Measures

Create long-term strategic plans of action that include all goals, objectives and activities to be realized. Set clear standards and benchmarks for measuring and evaluating effectiveness of government activity towards fulfilling the vision. Include oversight, measurement and evaluation as part of the implementation.

Guiding questions / Strategy for implementation:

- Does the planning extend to a range of ten years ahead? Twenty?
- How will the effectiveness of the process be measured over time?
- How will the effect of the policy on different population groups be measured?

Tenth Principle: Transparency and Open Government

Shape transparent, open processes by publishing all information that can contribute to the public understanding of the formulated policy and the public's perception of its ability to influence policy design. Transparency must be balanced with the need for efficiency, although transparency will take priority, except in unusual cases. Policymaking processes must be transparent at least at the main junctures: identifying partners to the process, defining the problem, identifying the coordinating and monitoring body, information about the budget and its allocation and publishing the results of periodic monitoring of implementation.

Guiding questions /Strategies for implementation:

- Is there open access to information and publications on designated websites? Create platforms for all relevant information that are accessible and available to all.
- What processes are taking place around the world from which it is possible to learn in order to expand the range of inclusive democracy? [19]

Part Four: Mechanisms Necessary for Implementing the Guiding Principles for Shaping Policy

Below, we outline the specific mechanisms necessary to shape and guide policy in light of the above principles, with the goal of strengthening collaboration for the implementation of Agenda 2030.

Establish an Integrative Coordinating Body with system-wide authorities for strategic planning, which will be responsible for synchronizing between all the bodies and actors involved.

One of the key components for achieving the goals by 2030 in light of the guiding principles is to establish a coordinating framework for inter-sectoral and inter-disciplinary policy work, which will provide a venue for shaping and managing the process, coordinating between all the players, formulating the work methodology, and amassing a database for carrying out the process and making decisions. (See figure 1)

Steps for an effective coordinating body:

- Identifying interested parties, as well as those that have an effect / are affected
  - Mapping the various bodies, organizations, government agencies including local government, academics, businesses and companies, social organizations, and relevant experts.
  - Identification of marginalized groups that will be affected by the process (men and women in the workforce, the elderly, children, Arabs, the ultra-Orthodox, the disabled, and others).
  - Creation of guidelines to determine the representation of groups that will participate in the coordinating body. Emphasis must be placed on the creation of equal representation that gives a significant voice to people from a variety of population groups and particularly, to members of discriminated groups, as well as ensuring the representation of future generations.
  - Operationalize platforms for professional consultation from civil society organizations, academics and people from the groups relevant to the discussion. Identify opportunities and create channels for collaboration and direct and unmediated discourse between the general public and national and local government.
  - Using active channels such as umbrella organizations, forums/coalitions to facilitate collaborative processes, alongside a public appeal for new partners.
  - Adhere to a high level of equality and reciprocity between the actors in the process, taking care to devise steps that cultivate trust throughout, and ensure authentic partnership and collaboration (fulfilling the overarching principle- "nothing about us without us"). Find ways for compensating participants from civil society and the public-at-large, in order to overcome financial obstacles.
  - Stipulate and balance between different expectations – What is required of the participants? What is the anticipated output, what are the needs of the population? etc.
- Define dedicated and clear budgeting over time – The budget must include funding of the process together with funding of the implementation and monitoring.
- Identify and map the roots of the problem – Describe the current situation based on research and data, and evaluations regarding the character of the necessary intervention and possible effects of the intervention processes.
  - Adopt a perspective of "backcasting" processes, beginning with the goal definitions and the question: What is necessary for attainment of the goal? Pursuant to this, constructing the necessary steps to fulfill this goal. (Not to think, "What can be obtained based on what exists today," but "What do we desire to achieve"?).
  - Collect data related to gender, which will help to better understand the needs and implications of policy on women and assist in evaluating the efficacy of government activity.
- Building a detailed work plan including goals, measures, indicators of success, division of responsibility, resources and a detailed timetable.

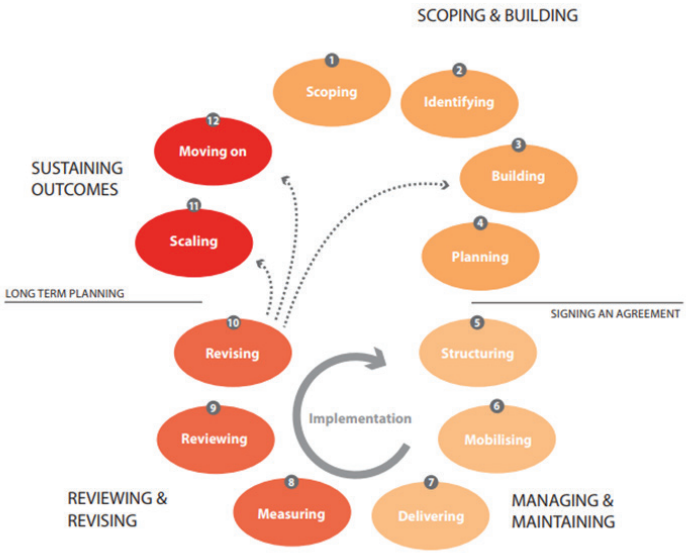

Figure 1: The partnership cycle: This diagram [20] is a model exemplifying the partnership-building process necessary, divided into four stages and twelve sub-stages. The diagram aims to describe the main aspects of the process of identifying key, typical stages traversed by all inter-sectoral partnerships.

Establish a Consultation Committee – a multi sector and interdisciplinary body to mentor/advise the coordinating body.

- The Committee will help shape the vision of the coordinating framework over the long term, and regularly evaluate the progress of the coordinating body's activity in light of this vision.
- The composition of the Consultation Committee will be composed of diverse multi- sector representation constructed according to the guiding principles and steps enumerated above.
- The Committee will be budgeted, and the activity of its members will be financed.

Establish a Monitoring Body to follow-up and track the implementation of decisions and policies.

Characteristics of the Monitoring Body:

- Sustainable over time, carrying out monitoring and reporting to the Coordinating Body once every six months.
- Equipped with tools and resources for inter-ministerial evaluation and tools for evaluating implications and outcomes in light of the above ten guiding principles.
- Has diverse representation, with an emphasis on the representation of marginalized populations.
- Places emphasis on discriminated populations, in order to ensure that the government policy adheres to the commitment of Agenda 2030 - "leave no one behind."
- Sets measures for the success and execution of short- and long-term monitoring, including as much transparency as possible, with "joined up" cross-disciplinary thinking and systematic evaluation throughout the process. Measurement and evaluation processes must be included in advance in the budgetary planning.
- Looks for inspiration and considers OECD policy, setting comparative indices and evaluation references in relation to parallel activities in other countries.
- Will provide yearly report and updates to Knesset committees.
- Maps out relevant existing models in Israel and in other countries, to learn from the successes and failures in the specified field of activity, as well as create ongoing evaluation of new, relevant directions for the implementation of the goals. [21]
- Examines research, data and articles by experts, and reviews primary sources, including interviews and focus groups with women and men from various communities.

To achieve maximum results, mapping must be repeated at select junctures throughout the process, redefining problem and goals, together with partners who have joined in process.

An external Review Body, comprising representatives from civil society and the academic world, will evaluate the efficacy of goal implementation with an emphasis on synchronizing between the various bodies. The Review will evaluate the impact of policy changes and programs and the degree of fulfillment of the SDGs.

In summary, this position paper lays the preliminary groundwork for the formulation of a robust report by civil society organizations and the necessary mechanisms and principles required for full implementation of Agenda 2030 in Israel. The Coalition believes that the 2030 Agenda has the potential to improve Israeli society through adopting the guiding principles and milestones outlined above to help shape policy that fulfills the true spirit of the SDGs. The diversity among communities and groups across Israel within the civil society organizations uniquely positions them to become significant partners in leveraging Agenda 2030 and fulfilling the potential embedded in it for the benefit of Israeli society.

Notes:

[1] https://sustainabledevelopment.un.org/post2015/transformingourworld

[2] Link to a brief clip about the process of writing this report: https://www.youtube.com/watch?v=WGzNY3Ds6gs&feature=youtu.be

[3] For further reading, see: Shlomo Swirski and Noga Dagan-Buzaglo: "The Occupation: Who Pays the Price? The Impact of the Occupation on Israeli Society and Economy," Adva Center, 2017, http://adva.org/wp-content/uploads/2017/07/Price-of-Occupation-EN-Full-1.pdf; Dan Ben-David and Ayal Kimhi, "Israel's Primary Socioeconomic Challenges and Policy Areas Requiring Core Treatment," Shoresh Institution for Socioeconomic Research, May 2017, http://shoresh.institute/policy-brief-eng-strategic-challenges.pdf; National Insurance Institute Report – Dimensions of Poverty and Social Gaps ¬¬– Annual Report (Heb.), December 2018, https://www.btl.gov.il/Publications/oni_report/Pages/oni2017.aspx. (The report will likely appear in English on this page with some lag behind the Hebrew; previous reports appear here already): https://www.btl.gov.il/English%20Homepage/Publications/Poverty_Report/Pages/default.aspx.

[4] For additional information on civil society see report of The Israeli Civic Leadership Association¬: "Inclusive Discourse in Civil Society," June 2016, mainly pp. 8-16, http://migzar3.org.il/wp-content/uploads/2016/07/report-2016_web-1.pdf.

[5] Over 120 men and women, representatives of civil society organizations in Israel, attended the first convention of civil society organizations, held on November 6 at the Council for a Beautiful Israel. Following this, two working sessions were held (Feb. 27 and March 27, 2019), with approximately 80 participants (in each) representing over 40 civil society organizations. Prior to this, three focusing groups (held in Tel Aviv and Haifa in May, June and September) were attended by approximately 30 organizations to examine the relevance of the 2030 Agenda for civil society in Israel, and a mapping and comparative document was drawn up: Models for the Involvement of Civil Society in the Advancement of Global Goals (Heb): http://www.itach.org.il/wp-content/uploads/Civil-society-Comparative-Mapping-Itach-Maaki.pdf.

[6] For example, according to household expenditure survey data, the incidence of poverty in the overall population of Israel is 74% higher than that of OECD, National Insurance Institute of Israel: Poverty and Social Gaps in 2015 – Annual Report (Hebrew), https://www.btl.gov.il/Publications/oni_report/Documents/oni2015.pdf. For an English summary of the report, see: https://www.btl.gov.il/English%20Homepage/Publications/Poverty_Report/Documents/oni2015-e.pdf.

[7] "The achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals will require all hands on deck. It will require different sectors and actors working together in an integrated manner by pooling financial resources, knowledge and expertise… Cross sectorial and innovative multi-stakeholder partnerships will play a crucial role for getting us to where we need by the year 2030". From the website of the UN global sustainable development goals, Agenda 2030, https://sustainabledevelopment.un.org/sdinaction.

[8] These are the findings of the ranking by Dashboard, Bertelsmann Stiftung's organization that created a global index for comparing countries' implementation of the global goals: https://dashboards.sdgindex.org/#/ISR.

[9] State Comptroller, Special Audit Report, "Government Activity for the Advancement of Nutritional Security," Jerusalem 8-9, April 20, 2014.

[10] State Comptroller, Audit Report on Work Interfaces between the Foreign Ministry and the Ministry of Industry, Trade and Labor in the Area of the Advancement of Foreign Trade (Annual Report 63c), p. 260.

[11] State Comptroller, Audit reports on Local Government, Vol. 1 241 (2016).

[12] State Comptroller, Special Audit Report, Education for Shared Life and the Prevention of Racism 48-49 (2016): "The management of the ministry should coordinate the authorities and resources into a single body to enable it to effectively coordinate and spearhead the topic of education for shared life and the prevention of all aspects of racism…over time and according to a uniform, clear and consistent policy. In other words, the Ministry of Education must formulate and prepare, in a timely manner, a binding ministerial action plan that includes goals, measures, and tasks according to schedules and review mechanisms, that will guide all units of the ministry to implement them and work methodically and continuously on the matter, in a set time framework and with synergy between them."

[13] Additional reports that pointed out the lack of coordination: State Comptroller, Representation of the Ministry of Finance and the Bank of Israel Abroad, Annual Report 69a, pp. 517-5 ¬19 (Heb.) (2018); The Financial Struggle against Serious and Organized Crime, Annual Report 66c, 2016; State Comptroller Reports on Oversight in Local Government, Vol. 1 241 (2016); State Comptroller, Special Audit Report – Government Activities to Promote Nutritional Security, Jerusalem 8-9 (April 20, 2014); State Comptroller Special Audit Report, Education for Shared Life and the Prevention of Racism 48-49 (2016); State Comptroller, Annual Report 66c - State Activity to Encourage Integration of the Arab Population into the Workforce 11 (2016). It should be stated that it is not only State Comptroller's Reports that reflect the problematic lack of synchronization. For example, the recommendations of the Inter-Ministerial Committee to Address the Phenomenon of Domestic Violence, submitted in June 2016, pointed to problems of lack of coordination between ministries, and the need for cooperation in synchronization between actors working in the struggle against violence. Likewise, there are examples of improvement that took place in dealing with complex fields when there was an organization that coordinated activities – such as activities against human trafficking, or coordination in the struggle against racism.

[14] Prime Minister's Office, The Government's 2019 Book of Work Plans, p. 797.

[15] One of the interesting examples in the recent period is in the summary document of the activity of the Committee on the National Master Plan on Aging (March 2019 ¬– draft). The summary indicates that the committee took upon itself the task of constructing the program using a multi-system approach as well as the inclusion of many government ministries: "This is the first time in the history of the state that a public body collates all of the topics relating to senior citizens – health, welfare, nursing,

employment, retirement and other important topics for a single overall plan." Although the plan was formulated just recently, the change in approach can be seen in the stated intentions of the committee, which posited the value of "human dignity" as a value that guided its work, and saw it fit to begin its work with meetings and interviews with elderly men and women from various populations.

Additional examples of integrative programs include: Collective Impact Partnership for Arab Employment. For more details, see: https://collectiveimpactil.wixsite.com/collective-he ; Prime Minister's Round Table for Establishing an Inter-Ministerial Working Mechanism Pursuant to Government Decision 3190. For more details, see: http://www.pmo.gov.il/policyplanning/shituf/Pages/roundtable.aspx; Coalition Action Initiative of Civil Society Organizations for Formulating an Implementation Plan for Decision 1325 of the U.N. Security Council, which led to Gov. Dec. 2113 (December 14, 2014), which has not yet been fully implemented – the complete plan (in Heb.) can be found at http://www.itach.org.il/wp-content/uploads/tochnit-peula-heb.pdf; a process spearheaded by the Ministry of Environment to formulate a vision and goals for a low-carbon economy by 2050, through a collaborative and inter-sectoral process, as part of the obligation of governments to prepare a long-term plan in the framework of the Paris Agreement. The process also includes the addition of civil components, which will take into account issues such as: gender, aging, Arabs, the ultra-Orthodox, children and more. More in-depth information is available on the website of the Israel Ministry of Environmental Protection (Heb.): https://yoursay.sviva.gov.il/17928.

[16] The government's 2019 Book of Work Plans, p. 797.

[17] The principles are based on a discussion held at a civil society meeting on Feb. 27, 2019, and inspired by additional reports from various countries around the world, such as this document: https://www.thp.org/wp-content/uploads/2016/08/2016-05thpwhitepaper.pdf.

[18] Surveys and studies show that there is suspicion and lack of trust on the part of the public vis-à-vis public institutions and services. For example: 78% of the population believes that they cannot influence government policy; less than 30% of the public has faith in the government. See: Prof. Tamar Hermann, Israeli Democracy Index, 2017, Guttman Center for Public Opinion and Policy Research, The Israel Democracy Institute, pp. 119-124, https://www.idi.org.il/media/9684/israeli-democracy-index-2017.

[19] Examples from around the world of the implementation of open and inclusive government and the deepening of participatory democracy: Wide-scale participatory democracy in Ireland: https://www.citizensassembly.ie/en/ ; Stadtwerkstatt Berliner Mitte - municipal seminar for the civilian participation in planning and design of downtown Berlin, https://www.berlin.de/stadtwerkstatt; proposal for a citizen-participatory structure in Germany's national democracy, https://www.partizipativ-gestalten.de/bundesrepublik-3-0/.

[20] The diagram is taken from a guide to partnerships: Stibbe, D.R>, Reid, S., Gilbert J, "Maximising the Impact of Partnerships for the SDGs," The Partnering Initiative and UN DESA, accessible at https://sustainabledevelopment.un.org/content/documents/2564Partnerships_for_the_SDGs_Maximising_Value_Guidebook_Final.pdf.

[21] Additional optional points and ideas for implementation: Including an item in every government tender (to ensure that each tender announcement refer to the SDGs), harnessing the media, making a "public announcement" prior to establishing a committee, publicized widely among diverse communities, inviting participants to join the process, and inviting the submission of position papers. Examination of boundary-crossing partnerships (with Jordan, Egypt, the Palestinian Authority).