# Learning Module 1: Localizing the SDGs /Introduction

The Trainer's Guide

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July 2017

**The Trainer's Guide**


Empowered lives.
Resilient nations.

GLOBAL TASKFORCE OF LOCAL AND REGIONAL GOVERNMENTS

UCLG United Cities and Local Governments

UN HABITAT FOR A BETTER URBAN FUTURE

Diputació Barcelona

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# Presentation

One year after the Sustainable Development Goals (SDGs) were adopted by the United Nations still many local and regional governments (LRGs) are not sufficiently familiarized with this universal and integrated set of Goals. Following the valuable lessons learned from the conclusion of the MDG era, UCLG, UNDP and UN-Habitat have made a great effort to reach LRGs and foster their engagement in the achievement of the SDGs. In this process, the Roadmap for Localizing the SDGs, drawn up by the Global Taskforce of Local and Regional Governments, UNDP and UN-Habitat, offers LRGs a set of strategies that will enable them to take part in this process.

As mentioned in the Roadmap, "all of the SDGs have targets directly related to the responsibilities of local and regional governments". For this reason, it is LRG elected and appointed officials' duty to be ready to participate in the localization of the SDGs. In order to achieve this, it is crucial to offer them the necessary tools and knowledge so that they can contribute to this process in their territories and, what is more, articulate other stakeholders' and the citizenship's involvement.

The Roadmap is structured in four parts and a conclusion. Each of the four parts offers a different approach to the localization of the SDGs. While they all overlap with each other in time and the results of taking one of the approaches are boosted when working simultaneously on the other approaches, the Roadmap presents the four parts as four separate steps.

In the first place, it is crucial to raise awareness amongst the population (including the citizenship but also CSOs, the academia, the private sector and other stakeholders). But first and foremost, awareness has to be raised amongst those local and regional governments who will subsequently have to take the SDGs into account in their daily work and, in turn, raise awareness amongst the population. In this task, the role of LRG associations is very important.

LRGs also have to play a major role in the adoption of the national plans for the implementation of the SDGs. Principally during the planning stage, but also in the implementation, monitoring and evaluation stages of the plans, LRGs have to advocate for the inclusion of the interests and needs of their territories.

LRG elected and appointed officials will also have to be prepared to develop their own policies, plans, programs and projects aligned with the SDGs. This involves a great deal of different actions, as listed in the Roadmap: conducting a needs assessment, working hand in hand with other actors of the territory or actors with similar needs and perspectives, aligning existing plans

with the SDGs, mobilizing resources, and building capacities through a variety of actions, including resorting to development cooperation and peer-to-peer learning with the aim to maximize these actions.

One of the lessons learnt from the MDGs is that subnational data are crucial to ascertain the achievement of the Goals throughout a country. This is why the Roadmap emphasizes the need to develop indicators that are specific to each territory, to ensure the data collected are used and that LRGs are included in the monitoring and evaluation stages at local and at national level and, finally, to make sure that national SDG progress reports also reveal local achievements.

### Trainer's background & readings

Any trainer running a learning session based on this Module needs a solid knowledge on the 2030 Agenda and the localization process. We strongly recommend appointing trainers with at least 5 years of hands-on experience working at local or regional level and dealing with global agendas.

**Before starting to use this Trainer's Guide we recommend you to read the following texts:**

- *The Sustainable Development Goals: What Local Governments Need to Know*
- *From MDGs to Sustainable Development For All: Lessons from 15 Years of Practice*
- *Local and Regional Voices on the Global Stage: our Post-2015 Journey*
- *Roadmap for localizing the SDGs: Implementation and Monitoring at Subnational Level*
- *Getting started with the SDGs in Cities: a Guide for Local Stakeholders*
- *Localizing the Post-2015 Development Agenda: Dialogues on Implementation*
- *Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels*

### Target audience

This training or Module is aimed at the development of capacities of LRGs and LRG associations at political and technical level, as well as of other actors who will replicate this training with LRG representatives (representatives of states, international organizations and civil society organizations).

Aware of the huge differences there might exist between the LRGs participating in the Module in terms of competences, territorial scope, composition etc., this Module is precise but broad enough so as to include and reflect all kinds of LRGs. In order to achieve this, in some occasions specific material for metropoles and/or for regional governments is provided.

**Three different groups are proposed according to the different target audiences that could be the object of this Module.**

- ●○○ **Group 1** Elected representatives and officials of LRGs with poor knowledge of the Agenda 2030 but good knowledge of the local sphere
- ○●○ **Group 2** Elected representatives and officials of LRGs with good knowledge of the Agenda 2030 and of the local sphere
- ○○● **Group 3** Representatives of regional and national LRGs Associations, national Governments and national and local stakeholders (CSOs, private sector, academia)

Some exercises will be adaptable not only for a group type but also according to the following categories: region, metropolis, medium-sized city, LRG association. These categories will be marked in the margin of the document.

While most of the actions proposed are addressed at all three groups, the approach will be different depending on the capacities of the participants: for those participants with greater knowledge on the SDGs a deeper understanding of the impact of these Goals at local level might be needed, while representatives and officials from small towns and cities might need a more thorough knowledge of what SDGs are but might more easily understand how local governments can contribute to them.

### Methodology

In this Trainer's Guide you will find information that will help you to conduct a learning session about Sustainable Development Goals. The document is divided into four Chapters:

**Chapter 1:** Introduction

**Chapter 2:** Awareness raising, advocacy and dialogues for the localization of the SDGs

**Chapter 3:** SDGs go local!

**Chapter 4:** Monitoring, follow up & evaluation

Each of them is designed as an independent learning module divided into shorter units with given timings so that you can adjust and apply the given methodology in different contexts (4 to 8h long trainings) also depending on the group level, number of attendees etc. The different contents, which are more practical than theoretical, are flexible so that you can adapt them to the reality, needs and aspirations of the attendees, that is, the political, economic, social and cultural environment of their territory.

At the same time, the Chapters present real case-studies and best practices from different regions of the world with the main aim of offering a more practical view based on success stories, but also as a way to encourage LRGs in development and decentralized cooperation experiences, as pointed out in the Roadmap.

We encourage you to use all the tools and resources proposed in the Trainer's Guide to design your own sessions and adjust them as much as possible to the local context where you work. There are no two identical audiences, nor learning experiences, so feel free to adjust the proposed tools to the needs and expectations of your learners.

### Technical information

The optimum size of the group for a training based on this methodology is from 10 to 16 people. For bigger groups we strongly recommend having two or more trainers, especially for the exercises that require moderation.

The space where you will run the learning session should be equipped with a projector, wi-fi (needed to play videos) and a flipchart. It should have movable chairs and tables so that you can easily rearrange the room for exercises. This will also allow the participants to sit and move according to their needs.

### Iconography

Throughout the Guide you will find a series of icons that will help you find the information more easily and move around the Chapters. Learning materials are divided into two general categories: lectures and exercises marked with the following icons:

**Lecture**

**Exercise**

Every lecture and exercise are accompanied by additional icons:

Apart from the icons, on the left margin you will also find tips and information as to whether any previous preparation is needed, like printing, cutting materials etc.

| | | |
|---|---|---|
| ●●● | **Group** | It shows a recommended target group type: 1, 2 or 3 |
| | **Time** | It shows estimated times |
| | **Slides** | It shows which slides should be used |
| | **Resources** | It shows resources: publications, videos etc. |
| | **Handout** | It shows which handouts should be used |

Below each section you will find additional resources such as links to useful publications, videos and websites.

### Complementary materials

This Trainer's Guide is accompanied by complementary materials:

Presentation with a visual support for the training based on the Guide's key information and graphics. Presentation is accessible in PowerPoint format, which makes it easy to adjust to every learning session.

Handouts for the participants with exercises, key information, summaries of the different modules etc.

Every exercise or lecture in the guide is accompanied by the information on the margin with an indication of correspondent slides and handouts. When preparing your learning session, bear in mind that the handouts need to be printed in advance.

### Glossary

**CSO** – Civil Society Organization

**ECOSOC** – United Nations Economic and Social Council

**HLPF** – UN High-Level Political Forum on Sustainable Development

**LRG** – Local and Regional Government

**LRGAs** – Local and Regional Government Associations

**MDGs** – Millennium Development Goals

**SDGs** – Sustainable Development Goals

**UCLG** – United Cities and Local Governments

**UNDP** – United Nations Development Programme

**UN-Habitat** – United Nations Human Settlements Programme

**VNR** – Voluntary National Reviews

# Chapter 1: Introduction

Group 1, 2, 3

15 min

Slide 1-4

## Introduction to the workshop

### Option 1: Survery

Filling out the survey takes no more than 15 min. You should send it to participants a couple of days before the training. We are proposing a survey, but feel free to make your own version. The proposed survey is available *here*.

Analyze the results beforehand and start the session by sharing some interesting facts and figures that you have found out from the survey.

**Examples:**

- 62% of you believe that SDGs and targets are interlinked, and the achievement of one Goal requires addressing the others too
- 85% of the LRG carries out awareness-raising campaigns for the achievement of the SDGs

### Option 2: Introductory video

Showing a dynamic video is a very appropriate beginning for any training. There are many high quality videos on SDGs that you can use. Our recommendations are:

↳ *We the people*

↳ *Transitioning from the MDGs to the SDGs*

↳ *No point going half way*

↳ *Leave no one behind*

↳ *Numbers in action*

**Resources**:

↳ *United Cities and Local Governments YouTube channel*

↳ *The Global Goals YouTube channel*

↳ *UN YouTube channel*

**Tip:** If you prefer to start with the video or the presentation round, not the survey, feel free to change the order or use only one of the mentioned.

### Option 3: Presentation Round

If there are less than 15 people, ask everyone to briefly present themselves on the forum. If the group size exceeds 15, divide the participants into groups of 5 and ask everyone to present themselves to the group.

You should have the list of all participants and their positions before the training.

**Lecture**

**Group 1**

**10 min**

**Slide 5-7**

**Handout 1**

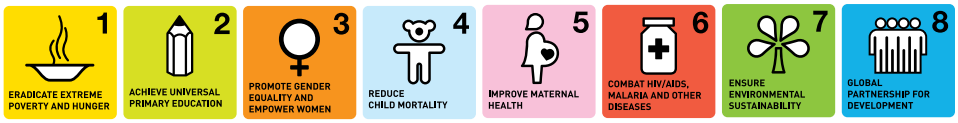
**Tip:** You can complement the lecture with the video:
↳ *Transitioning from the MDGs to the SDGs*

**Tip:** Take into consideration that not all the participants are familiar with the jargon. Make sure to always explain each abbreviation when you introduce it for the first time. If you work with a Group 1, it will be very helpful if you hand in the Handout 1: Glossary.

## From the MDGs to the SDGs

This lecture is interesting as it shows the beginners the transit from one agenda to the other. This allows them to understand the crucial evolution that SDGs represent in terms of universality and integrality of the challenges LRGs will face from now on.

**MDGs**




**SDGs**

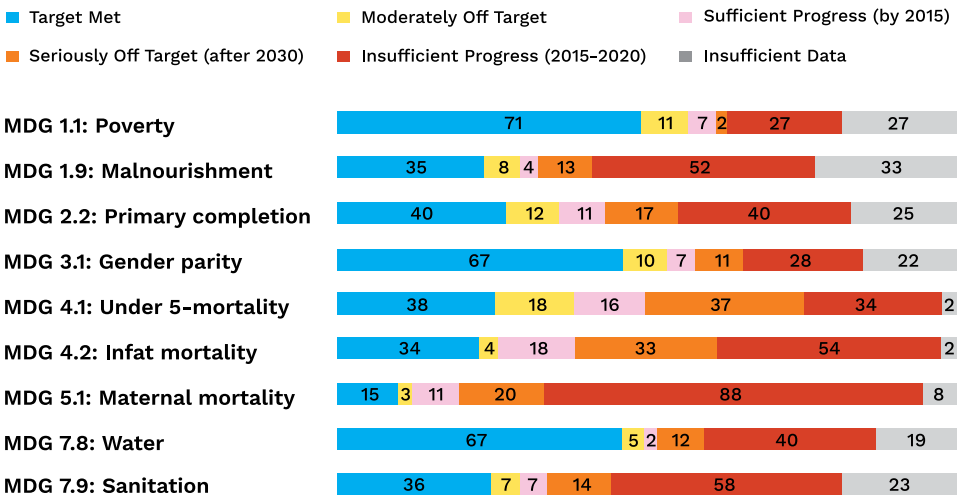
**Slide 5**

### Trainer's insights

The Millennium Development Goals (MDGs) were an expression of solidarity with the world's poorest and most vulnerable. The Goals mobilized the world to tackle poverty's many dimensions, forming a framework for a global partnership that ushered in a new era of development cooperation. Yet for all the achievements, the international community faced many challenges during this 15-year journey.

Many countries mainstreamed the MDGs into their national and sub-national development plans and strategies, and implemented specific measures intended to achieve the associated targets. However, progress was uneven and, in spite of best efforts, many countries missed one or more of the MDG targets.

## MDG progress by number of countries (2015)




Source: World Bank 2015, Global Monitoring Report2015/2016: Development Goals in an Era of Demographic Change.

**Slide 7**

In this *link* you can find more information on the progress made by the countries of your trainees in the implementation of the MDGs.

The 2030 Agenda for Sustainable Development now sets the vision for the next 15 years of global action. It encompasses the unfinished business of the MDGs and goes well beyond poverty eradication, breaking significant new ground. It is a universal, integrated and human rights-based agenda for sustainable development. It balances economic growth, social justice and environmental stewardship and underlines the links between peace, development and human rights. Implementation should not create 17 new silos around the Sustainable Development Goals.

**Resources:**

- *Regional and country progress reports. UNDP*
- *Transitioning from the MDGs to the SDGs. UNDP*

**Video:**

- *Transitioning from the MDGs to the SDGs*

**Exercise**

**Group 1**

### Differences & similarity between MDGs and SDGs

Divide a flipchart into two empty columns with the titles: MDGs and SDGs. Mark one row with a different colour and explain that there is one similarity between SDGs and MDGs and 10 differences. Distribute 22 cards to the participants and ask them to stand up and place their card in a correct place.

**20 min**

**Handout 2**

**Preparation:** Remember to print and cut out the cards from Handout 2. You will need an adhesive tape.

**Tip:** If there are more than 11 participants, prepare 2 set of cards and use 2 flipcharts to make sure that everyone participates. One participant should have more than one card.

## The 10 major differences and 1 similarity between MDGs and SDGs

| MDGs | SDGs |
|---|---|
| 8 Goals and 21 targets | 17 Goals and 169 targets |
| Top-down approach: result of an intergovernmental agreement and high level consultations | Bottom-up approach: issued from an unprecedented consultation process (2012-2015) |
| Tackling poverty | Sustainable development |
| Developing countries | Universal |
| The world's poorest and most vulnerable | The world's population |
| Specific challenges | Integrated and comprehensive Agenda: covers the 3 dimensions of SD (economic, social and environmental) |
| Governmental | Inclusive: engagement of stakeholders (LRGs, community based organisations, CSOs, private sector, academia etc.) |
| Statistical approach to localizing (urban rural disaggregation) | Comprehensive approach to localizing. The local dimension of SDGs |
| Measurable through 60 indicators | Measurable through 232 indicators |
| Focus on aid flows and development cooperation | Focus on domestic resources to fund sustainable development strategies |
| Clear, concise, time-bound and measurable | Clear, concise, time-bound and measurable |

Wrap up the exercise by reading the correct answers and ask participants about their opinion:

1. Do they see any groundbreaking changes in the 2030 Agenda?
2. Which aspects of the 2030 Agenda are the most important for the local context?

**Lecture**

**Group 1**

**20 min**

**Slide 8**

**Tip:** During the lecture hand in the copy of *What Local Governments need to know* to all participants or show the participants how to download it on their phones.

**Preparation:** Order or download and print the copies of
↳ *Sustainable Development Goals: What Local Governments need to know, UCLG*

## The SDGs at a glance

**Slide 8**

This lecture proposes an overview of the new Agenda, its Goals and targets and the way they are linked to local and regional competences and responsibilities.
The Sustainable Development Goals are an ambitious set of 17 Goals and 169 targets that were defined and developed through an unprecedented dialogue among UN Member States, local authorities, civil society, the private sector and other stakeholders.

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

**Slide 9**

Stress the local dimension of SDGs. Explain that all of the SDGs include targets related to the competences and responsibilities of LRGs, particularly to their role in delivering basic services and promoting integrated, inclusive and sustainable territorial development.

You can also use slide 10 to show SDGs in the framework of sustainable development.

**Slide 10**

Source: Jarker Lokrantz/Azote

Recommend the following publication where the participants will find a concise presentation of targets related to LRGs competences:

**Resources:**

- *Sustainable Development Goals: What the local Governments need to know*
- *Version for Apple users*
- *Version for Android users*

For more information on every specific Goal, click *here*.

**Exercise**

**Group 1, 2**

**30 min**

**Slide 11-13**

## 17 SDGs and MDGs in 5 thematic areas

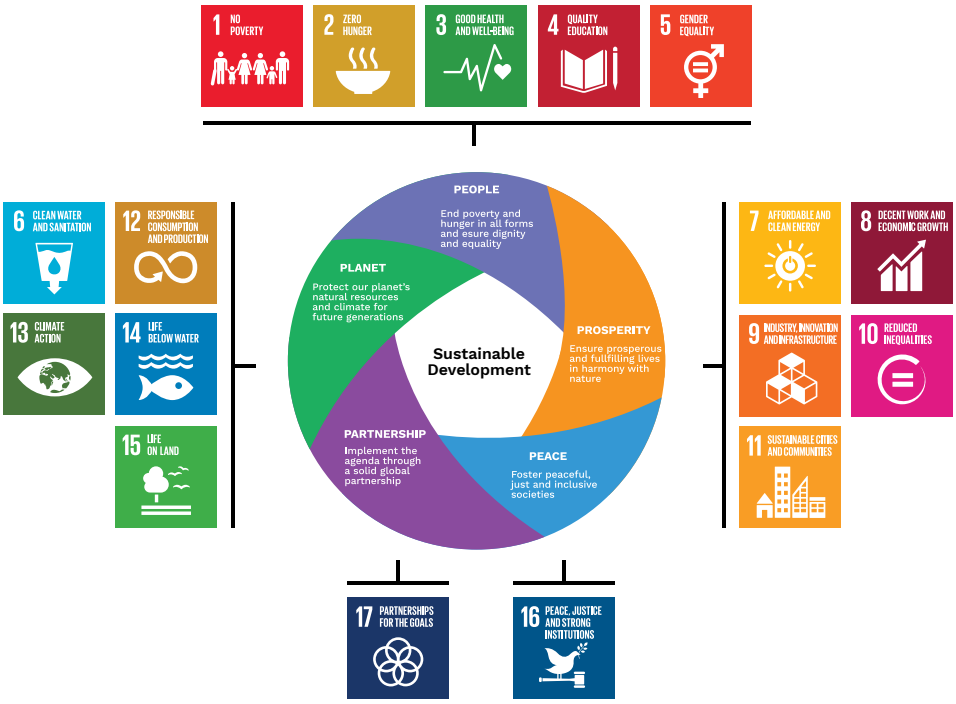
Divide the participants into smaller groups of 3 to 5 people. Distribute to each group the cards from Handout no. 3 (a list of SDGs) and Handout 4 (5 thematic areas). Give the participants 10 minutes to assign each of the 17 SDGs to one of the thematic areas.

When the groups are ready, show Slide 11 and ask if there were different answers in any group. Discuss any doubts that may appear.

**Handout 3-5**

**Tip:** Use SDG Memory Game and ask participants to put the corresponding cards on each thematic field.

**Preparation:** Print out the Handouts, cut out the cards. You will need a glue stick for each group.




**Slide 11**

As the second part of the exercise give each group the MDG cards (Handout 5) and ask them to assign each MDG to the same 5 thematic areas. Give them 5 minutes to discuss with the group members. When the time will have run out, show the graphics of Slide 12 with the correct answers. Ask which group got the same result. If there are doubts on the correct answers discuss it with participants. Use the information below:

### Trainer's insights:

**The 17 SDGs can be divided into the 5 thematic areas and compared to the MDGs as follows:**

- 5 of the 17 SDGs focus on people ending poverty and fighting inequality, ensuring healthy lives, knowledge & inclusion and empowerment of women and children.
- In the framework of the MDG agenda, 6 of the 8 Goals focused on people.
- 5 of the 17 SDGs focus on the planet (water and sanitation, sustainable consumption, fighting climate change, marine and terrestrial ecosystems).
- Only 1 MDG focused on the planet and it was extremely wide (sustainable development)
- 6 of the 17 SDGs focus on prosperity calling for new strategies for sustainable business, finance and socio-economic development.
- The MDGs made no reference to the socio-economic dimension.
- 1 SDG refers to peace, justice and accountability as key concepts for

sustainable development (SDG 16).

- SDG 17, as MDG 8 did, focuses on the need to promote a new partnership to catalyze global solidarity for sustainable development.

**Resources:**

↳ *SDGs Knowledge Platform*

↳ *SDGs. Changing the world in 17 steps, The Guardian*

↳ *Communications material, UN*

↳ *SDG Memory Game, UCLG*

Lecture

Group 1, 2, 3

10 min

Slide 13

## SDG principles

**Use the presentation and briefly explain the SDGs' principals:**

- **Based on experience:** the SDGs are built on the experience and lessons learned from the MDGs.
- **Multi-dimensional approach to sustainable development:** sustainable development, understood as a set of interlinked trajectories of social, economic and environmental evolution
- **Leave no one behind:** the 2030 Agenda is for all people
- **Global in nature:** the SDGs address the most pressing global challenges of our time
- **Universal nature:** the Agenda applies to all the countries in the world regardless of income levels
- **Integral nature:** the 2030 Agenda is all-encompassing and interconnected in all its dimensions and at all levels: between Goals, between countries, and between global, regional and national levels
- **Inclusive:** the Agenda implicates all levels of government, all stakeholders and all people in an inclusive and collective effort for sustainable development. This underscores the idea of the 2030 Agenda as a global partnership for sustainable development
- **Measurable:** the Agenda puts particular emphasis on the need to measure performance and results through a set of indicators in order to evaluate the achievement of the SDGs and draw lessons and recommendations

Exercise

Group 2, 3

20 min

## What the community thinks — critical approach to the Agenda

Divide the flipchart into two columns and name them 'Pros' and 'Cons'. Participants should work in pairs. Give to each pair a red post-it and a green one and ask them to come up with one of the pros and one of the cons of the 2030 Agenda. Place the answers on the flipchart and ask each pair to explain their answers. Encourage everyone to join in a plenary discussion.

**Tip:** It is very hard to predict the intensity of the debate, as it will depend on how strong the participants' personal opinions are on the Agenda.

**Tip:** Use green and red post-its for pros and cons.

**Examples of answers:**

| Pros | Cons |
|---|---|
| Faces the real challenges of the world | Utopic |
| 17 goals and 169 concrete targets | Abstract |
| Integrality | Too complex |
| Universal & multi - dimensional | Too wide or broad |
| Inclusive (there are targets and indicators dedicated to migration & culture) | Does not include some key challenges such as migrations or culture |
| A system of shared indicators (232 indicators) | Difficult to measure at the local level |
| Unprecedented process of consultations | Business as usual |

**Resources:**

- ↳ *Foreign Policy: The SDGs should stand for senseless, dreamy, garbled*
- ↳ *The Economist, 15 march 2015. The 169 commandments*

**Lecture**

**Group 1, 2, 3**

**10 min**

**Slide 14-18**

**Tip:** You can use ↳ *SDG 11 animation* (Slide 18)

## What does localizing the SDGs mean?

The lectures on what localizing the SDGs means and why it matters are the key parts of Chapter 1. For this reason, they should be introduced for every target group and be present even in the shortest versions of the learning session.

Use Slides 14-18 to introduce the participants to the concept of localization of the SDGs.

**Localizing** refers to the process of adapting, implementing and monitoring the SDGs at the local level.

**Localization** is the **process of taking into account subnational contexts in the achievement of the 2030 Agenda**, from setting the Goals and targets to determining the means of implementation and using indicators to measure and monitor progress.

**Localization relates both to:**

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

SDG 11 on sustainable cities and human settlements is the lynchpin of the localization process. Its inclusion in the 2030 Agenda is the fruition of the ad-

vocacy work of the broad urban community (particularly local and regional government associations) as well as of the growing international recognition of the importance of the subnational dimension of development. Linking SDG 11 to the urban and territorial dimensions of the other 16 Goals will be an essential part of the localization of the SDGs.

## Why does localizing matter?

Lecture
Group 1, 2, 3
10 min
Slide 19-21

While the SDGs are global, their achievement will depend on our ability to make them a reality in our cities and regions. All of the SDGs have targets directly related to the responsibilities of local and regional governments, particularly to their role in delivering basic services. That is why local and regional governments should be at the heart of the 2030 Agenda.

The former UN Secretary General Ban Ki-moon sent a clear message in this regard, recognizing that, in a rapidly urbanizing world:

***Our struggle for global sustainability will be won or lost in cities.***

Cities and regions are ideally positioned to transform the broad and abstract 2030 Agenda into a concrete and efficient one. They can approach Goals and targets in a pragmatic way, fit them into their own particular context and help their citizens understand how local action contributes to their achievement.

The achievement of the SDGs depends more than ever on the ability of local and regional governments to promote integrated, inclusive and sustainable territorial development. As stressed in the Synthesis Report of the UN Secretary General

***Many of the investments to achieve the sustainable development Goals will take place at the subnational level and be led by local authorities.***

There is a long way to go if this reality is to be recognized by national legal and political frameworks, and national and international advocacy works on behalf of local and regional governments remains necessary.

Local spaces are ultimately the key site of delivery and development and as such the local government is central to the success of sustainable development. **South African Local Government Association (SALGA)**

Subnational governments should not be seen as mere implementers of the Agenda. Subnational governments are policy makers, catalysts of change and the level of government best-placed to link the global Goals with local communities. **What Local Governments need to know, UCLG**

## Why are SDGs important for LRGs? 10 reasons debate

Exercise
Group 1, 2, 3
25 min
Slide 22

Divide the participants into small groups or pairs. Give each group 5 minutes to come up with 1 or 2 reasons why LRGs should be involved in the achievement of the Agenda. Ask each group about their answers and use a flipchart to write them down. At the end add and explain the answers that you think are missing and show slide 22 with the 10 reasons. Comment on the differences between the participants' answers and the given list. Bear in mind that the proposed 10 reasons are not the only correct answers. All the reasons

given by participants are valid and worth discussing and can be added to the list.

- Provide a shared narrative of sustainable development and help guide the public's understanding of complex challenges.
- The SDGs provide an integral framework for sustainable development at local level.
- Be involved in the global community.
- The commitment of LRGs with the global agenda promotes their recognition and legitimation as key actors of the global sustainable development system.
- The recognition of LRGs as key actors for sustainable development enables them to claim for better political and economic frameworks at national level.
- The 2030 Agenda recognizes LRG leadership at territorial level and their capacity to articulate territorial stakeholders for sustainable development.
- Mobilize domestic and international financial resources for local sustainable development.
- Look for capacity building initiatives focusing on the reinforcement of LRGs' operative and institutional capacities.
- Reinforce statistical institutions specialized in collecting data at local and regional level.
- Roadmap for decentralized cooperation.

### The Agenda 2030 in the countries of your trainees

**Lecture**

**Group 1, 2, 3**

**25 min**

To finalize this Chapter it is important to contextualise the level of engagement of the country/countries of your trainees with the 2030 Agenda. With this aim, it is important that you provide information on the following questions:

1. Did the country/countries of your trainees approve a national strategy to implement the SDGs?
2. Did LRGs participate in the elaboration process of the national strategy?
3. Are there governance platforms (multi-level and multi-stakeholder) for the monitoring of the national strategy? Are LRGs taking part in these platforms?
4. Are LRGs participating in the Agenda in other ways? How? Through awareness raising initiatives? Aligning their development strategies to the SDGs?

**Pay attention!** Filters use keywords in English and do not recognize keywords in other languages.

To answer this and other related questions you might pose, following this *link* you can log in the online review platform, dedicated to compiling information from countries participating in the voluntary national reviews of the High-level Political Forum on Sustainable Development. You will find infor-

mation on your country of interest. It is possible to filter this information by suggested keywords such as *local government*.

**Resources:**

↳ *Voluntary national reviews*

## Key lessons from Chapter 1

**● ○ ○ Group 1**

Raise awareness on the challenging importance of sustainable development in all its dimensions (economic, social and environmental) and on the crucial role of LRGs.

Encourage the participants' engagement in the localization process and show the benefits of engaging with the 2030 Agenda.

**○ ● ● Groups 2, 3**

Raise awareness on the importance of sustainable development in all its dimensions (economic, social and environmental) as a universal challenge and on the crucial role of LRGs.

Share the reasons for a critical approach to the Agenda and identify its added values.

Encourage the participants' engagement in the localization process and show the benefits of engaging with the 2030 Agenda.

# Chapter 2: Awareness raising, advocacy and dialogues for the localization of the SDGs

## Introduction

This Chapter will focus on the relationship between LRGs and the territorial stakeholders and citizenship as a whole. The aim is to make the 2030 Sustainable Development Agenda known amongst them and foster their involvement in the definition, implementation, monitoring and evaluation at local, regional and national stage.

Real experiences will prove that LRGs have the necessary potential to promote awareness-raising and education campaigns aiming to involve the citizenship and other stakeholders in this new Agenda. These campaigns will reinforce the universality of the Agenda, as well as the citizens' bond with and commitment to this set of Goals shared worldwide. In addition, they will bolster the local dimension of the Agenda insofar as an important part of the targets is in the hands of LRGs and will only be achieved if all territorial stakeholders get involved.

This involvement should guarantee that their interests, aspirations and needs are included in the local strategies for the implementation of the SDGs. It is thus crucial to create platforms for citizen participation and coordination with the territorial stakeholders and to ensure that citizens, CSOs, universities and the private sector participate in the process of definition of the Agenda at local level as well as in its implementation, monitoring and evaluation.

Likewise, LRGs and particularly their associations are encouraged to use the knowledge acquired about the needs and interests of the citizens and territorial stakeholders in their actions for advocating in the process of definition of national sustainable development strategies and their implementation, monitoring and evaluation. This Chapter will analyze different experiences developed in countries from all around the world that have established open platforms for the participation of the different levels of government and, in some occasions, of other stakeholders, with the aim to coordinate the implementation of the 2030 Agenda at national level.

Lecture

Group 1, 2, 3

5 min

Slide 24

## The role of local and regional governments in increasing citizen understanding and ownership of the SDGs

The lecture on the role of LRGs in increasing understanding and ownership of the SDGs is a key content in this Chapter and should be presented to all the groups.

### Trainer´s insights

The involvement of national and subnational governments, civil society organizations, the private sector, academia and individual citizens in the implementation and monitoring of the SDGs is very important. One way to achieve this is through awareness-raising campaigns at both national and subnational levels, mobilizing and building partnerships with different local stakeholders, bringing together all sectors of society, boosting their participation and ensuring that diversity is embraced (drawing knowledge, legitimacy, participation and enhanced effectiveness from local people of all cultures, genders and origins).

**As the closest level of government to the people, local and regional governments are well-placed to raise awareness about the importance of the SDGs and their relevance to local communities** (Slide 24). Subnational governments bridge the gap between central governments and communities and play a strong role in fostering the involvement of civil society organizations, the private sector (micro, small and medium enterprises), the academia and other community-based organizations. Locally elected leaders, in particular, have a democratic mandate to lead local development and can be held accountable by citizens if they fail to do so.

Exercise

Group 1, 2, 3

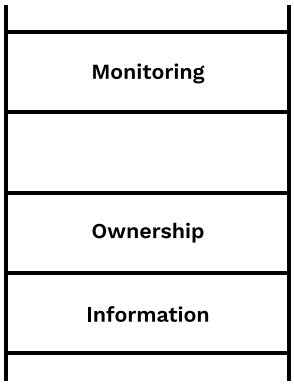
20 min

Slides 25, 26

**Tip:** If you are running a half-day training with group 3 you should skip the exercises on awareness raising (ladder, stakeholders mapping) and focus on lecture parts and stimulate debates. You will then have more time for the advocacy parts.

## Why is it important for LRG to raise awareness among citizens on SDG Agenda

Draw an empty ladder on the flipchart and ask participants what are the positive aspects of LRGs raising awareness among citizens on the SDG Agenda? The ladder is a way of organizing the participants' answers that clearly shows a hierarchy of civic engagement.




Example

Place all the answers on a ladder starting from the basic form of raising awareness, which is to provide information to the citizens. The highest step should be civic control over the implementation of the Agenda, which can

only be done when the citizens have a sense of ownership, are engaged and actively participate in the implementation of 2030 Agenda.

**Ladder of suggested answers:**

**TOP STEP**

Empowering citizens to monitor the Agenda (the highest level of participation)

Empowering citizens to be involved in the implementation

Building a sense of ownership of the Agenda among citizens

Engaging citizens with the 2030 Agenda

Providing information (the lowest level of participation)

**BOTTOM STEP**

To wrap up the exercise use slides 25 and 26. Democratic accountability is a powerful tool to drive the achievement of the SDGs at local level. Awareness-raising activities intend to increase the engagement of citizens and local communities in order to promote their sense of ownership of the Agenda and their participation in the achievement of the SDGs at local level. But awareness raising is not only about letting citizens know about the existence of the SDGs. It is also about empowering them to participate in the achievement of the SDGs in their daily lives. Local and regional governments should be supported to recognise the 2030 Agenda as a framework for action, and the setup of mechanisms that enable citizen participation and institutional accountability is key to achieve it.

**Lecture**

**Group 1, 2, 3**

**20 min**

**Slide 27-29**

## Awareness raising. Who can do what?

This lecture consists in a brief explanation of the roles of LRG and their associations in raising awareness on the SDGs. Focus on one group or another according to the profile of the trainees. If you have enough time, use case studies to illustrate the lecture.

### Local and Regional Governments

- Embrace the SDGs as their own policy framework
- Elaborate a strong awareness-raising and communication campaign
- Involve both existing and new platforms
- Reach all sectors of society
- Harness the power of culture to make the SDGs engaging
- Take advantage of the power of education
- Include a gender perspective
- Promote champions to maximize efforts

It is important that local and regional governments in those countries where the MDGs were pursued build on networks and organizations that were already involved in the MDG process, as well as on the Agenda 21 programme and sustainable development strategies. The SDGs may also be used as a fresh start to engage with a broader cross-section of actors, such as the private sector and community organizations, and to launch new forms of collaboration and participation.

As regards the message of these public awareness-raising campaigns: SDGs are relevant to ordinary people all over the world. The SDGs cover issues that are directly relevant to citizens' daily lives, including vital challenges such as poverty, gender inequality, climate change and insecurity, as well as public goods like education, health, water, energy, air quality, housing and the conservation of natural resources.

There exist a myriad of activities that can be undertaken to raise awareness among the population and harness the power of local culture. Such activities include concerts, bike rides, campaign buses, fairs, events showcasing success stories, award ceremonies, and collaboration with well-known figures (e.g.: actors, musicians, sportspeople, writers, and photographers) or foundations that can act as ambassadors for the SDGs. Including a gender perspective in the planning of activities will ensure that women and girls are not excluded. Attention should be paid to reaching out to the traditional media, for example through training and activities for journalists, and to using own social media channels to communicate the SDGs directly to citizens.

### Valencia — Case Study (Additional)

●●○ **Group 1, 2**

**10 min**

The new government of the region of Valencia (Spain), formed in July 2015, understands the 2030 Agenda for Sustainable Development as "a new opportunity, perhaps the last, to transform the world" and, for this reason, considers necessary a firm commitment to bring the region in line with this Agenda. The challenge of localizing the agenda is tackled through three strategic vectors, namely information, awareness and commitment, that are broken down into 3 operational levels of activity: the municipal/regional level, the national level and the global level.

Several activities are promoted to develop these vectors. The provision of information aims at generating reflection among the public and political officials on why compliance with the agenda is in the interest of all of the region's social and economic actors, and this includes trainings on the SDGs for both public employees and the creation of a MOOC open to all citizens. Raising awareness through development education campaigns in educational institutions from a global citizenship perspective encompasses actions such as local art exhibitions and the development of an education strategy and materials for the youth according to their age. Finally, the creation of partnerships between the public administration, the private sector and civil society is essential in order to encourage the commitment of all local stakeholders, for which reason the setup of two official bodies (a High Level Advisory Council and an Interdepartmental Commission) is foreseen, together with that of an alliance amongst the Valencian public universities, the engagement of the private sector through public-private partnerships and the creation of

an alliance of cities for SDG implementation. All these actions and aims have been formulated in a strategy shared and agreed upon by the members of the community which clearly go beyond development cooperation policies and focuses on all of the Government's and local stakeholders' actions.

Source: The region of Valencia and the local implementation of the SDGs: A region committed to Cooperation and the 2030 Agenda for Sustainable Development. May 2016. Generalitat Valenciana

### Local and Regional Government Associations and Networks

- Carry out national and international campaigns to increase commitment amongst LRGs
- Support LRGs in their awareness-raising campaigns
- Nominate champions among Local and Regional Governments

Some local and regional governments may be unaware of their role in the 2030 Agenda, or fear that they are too small or lack the necessary knowledge or capacity (human, technical or financial resources) to contribute to the achievement of the SDGs.

For this reason, it is advisable that local and regional government associations and networks carry out awareness-raising campaigns to mobilize their members and make them understand their role in the achievement of the SDGs through increasing their knowledge and sense of ownership of the SDGs, regardless of their size or level of resources, with the support of national governments and international organizations.

The awareness-raising and communication campaigns of local government associations include making local and regional governments aware of their role in both the implementation of the SDGs and in the definition and evaluation of national and territorial strategies, as well as taking steps to strengthen the institutional and operational capacities of their members. They aim to build the commitment of local and regional institutions and other stakeholders to localize the 2030 Agenda, as well as to support their national and international advocacy work.

The nomination of champion local and regional leaders who are actively involved in the achievement of the SDGs can be a powerful awareness-raising and mobilization tool for local and regional government associations. Calls for champions may be organized by national associations at national level and by the Global Taskforce of Local and Regional Governments at global and regional levels (Africa, Asia, Europe, Latin America etc.). These champions would communicate the SDGs and the importance of localizing them. As pioneers in SDGs implementation, champions would promote the recommendations and share their experiences, ideas and perspectives in their communities, countries and worldwide at conferences, meetings, and public events.

### VNG Time Capsule — Case study (Additional)

**Group 3 (LRGA)**

**10 min**

This case study is particularly interesting for Local and Regional Governments Associations. Enter the link to the VNG Time Capsule website and explain the project. Ask participants if they think that this is a good

awareness raising campaign and why they think so. Encourage them to give other examples of campaigns in their territories.

VNG Time Capsule is a project run by VNG International (International Cooperation Agency of the Association of Netherlands Municipalities) together with all municipalities in the Netherlands that aims to raise awareness of the Global Goals. "Time capsule" travels across the country to engage municipalities in the journey towards 2030. Mayors and aldermen are invited to formulate their personal wish or dream for the year 2030 in relation to the Global Goals. The first personal wishes have already been added to the Time Capsule.

**Resources:**

↳ *VNG Time Capsule*

## Mapping: Who the stakeholders are and how to engage them?

**Exercise**

**Group 1, 2, 3**

**60 min**

**Slide 30-33**

**Handout 6**

**Tip:** If possible find a moderator for each group

**Preparation:** Print 1 copy of Handout 6 for each group.

Mapping is a group exercise where trainees have to draw a map of stakeholders and possible projects that engage them in localizing the SDGs. There is no one correct way of doing it. Every group will surely come up with different answers and will choose different ways to structure the map. The goal of this exercise is not to reach the 'correct answers' but to stimulate debates and to help see the complexity of localizing the SDGs. However if you see that the participants miss any of the key stakeholders, moderate the group discussion to help them see the missing puzzle.

Divide participants into smaller groups of 4-6 people. Each group should sit around a table with a flipchart paper sheet and marker pens placed on it.

### The mapping exercise is divided into 4 stages:

**Previous stage:** If you want to shorten the exercise start with a plenary discussion to create a list of possible stakeholders in the awareness-raising processes for the 2030 Agenda. Use a flipchart to create the list.

#### 1. Case study

**10 min**

Each group should choose a case study for the exercise. We provide you with sample case studies: Sample City, Sample Region, Sample Polis (Handout 6) that participants can use as a point of reference for the mapping. However, we recommend you to use examples that are closest to participants. If possible, divide trainees into groups from the same city or region and ask them to work on the real case or encourage one person from each group to describe their local context and base a mapping exercise on it.

#### 2. Who are the stakeholders?

**15 min**

Each group has to work on the identification of local stakeholders in the awareness-raising process for localizing the SDGs. Moderate in group debates to help them come up with the answers: CSO, private companies, academia, schools, other levels of public administration as key stakeholders in the implementation as well as follow-up and review of the SDGs (it can be also done as a plenary debate at the beginning of the exercise).

**30 min**

**Tip:** If you see that it is hard for a group to grasp such a broad context you can narrow the exercise by choosing 2-3 SDGs and ask the group to come up with stakeholders directly connected with them.

### 3. Three project examples that engage the stakeholders

When the groups are ready with the list of stakeholders ask them to come up with 3 examples of local projects that engage the stakeholders. Ask them to think of the role of each stakeholder. During the discussions they should understand that ownership, accountability, and inclusiveness are the key to stakeholder engagement and they should have a well though-out criterion when choosing the best 3 propositions.

**15 min**

### 4. Presentations

Each group should hang its map in a place that is visible to all participants (a wall, a whiteboard, a flipchart etc.) and briefly explain , in 3 to 5 min, the map to the rest of the trainees.

Tip: You can use the 3 projects from the mapping later in the Aligning Exercise, if you choose to not use the Madrid example.

**Resources:**

- ↳ *Making Global Goals local business: a new era for responsible business*
- ↳ *El Sector privado ante los ODS: Guía práctica para la acción*
- ↳ *Guide pratique. Entreprises, contribuez aux Objectifs de développement durable!*
- ↳ *The contribution of a sustainable economy to achieving the SDGs*

**Lecture**

**Group 2, 3**

**15 min**

**Slide 34-35**

**Tip:** Check if the countries of your trainees have submitted or have committed to submit the ↳ *VNRs* and make a reference to it during the lecture.

## Advocacy. What for?

This lecture is of a special importance to associations. You should always connect it to the debate exercise that follows it.

### Building national consensus

National governments all over the world are launching SDG-based national development strategies or aligning their existing plans with the proposed Goals of the 2030 Agenda.

National associations of local and regional governments have an important task in facilitating the participation of local and regional governments in the development of these national strategies so that they reflect and respond to local circumstances, needs and priorities. Promoting local ownership of national strategies is vital. If local and regional governments have a sense of ownership of the SDGs and a role in determining their roles and responsibilities, their involvement in implementation will be greater.

All levels of government have been called to build national consensus that places the SDGs at the center of national, regional and local development. An important priority for subnational governments is to actively advocate against top-down approaches that reduce their role to implementing priorities decided unilaterally by their central governments. Local and regional governments help to ensure that the process is bottom-up, and that local needs, priorities and expectations frame national strategies. Where there is no integrated planning process in place, local and regional governments can call for the opportunity to participate in the definition of national priorities, strategies and institutional frameworks.

By providing evidence in the advocacy process, subnational governments will be stronger in backing up their messages and arguments. Local and regional governments will be more influential if they contribute to the debate with a consolidated political message based on their knowledge and experience. If possible, collaborating with universities and research institutes in order to gather the necessary evidence to support their advocacy work is an asset.

**Exercise**

**Group 2, 3**

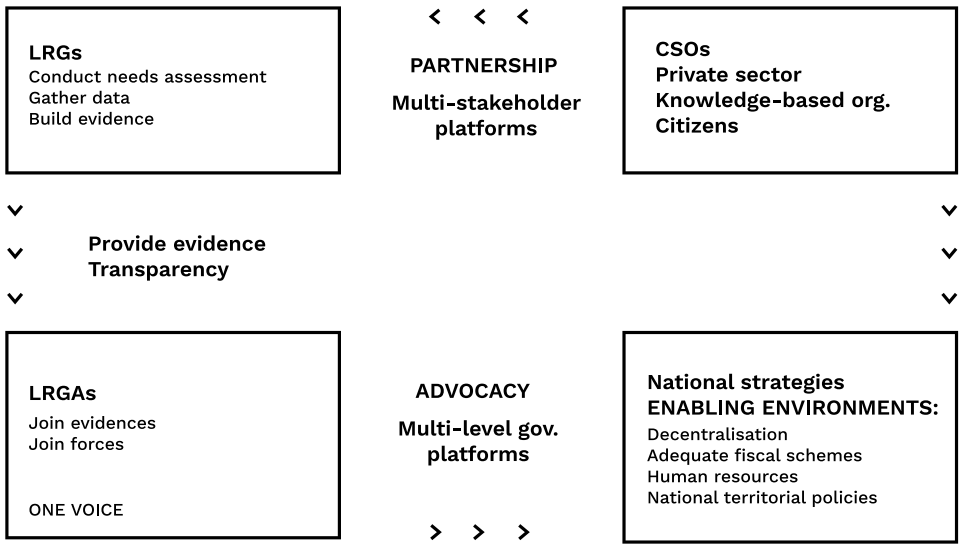
**25 min**

**Slide 36**

## Bottom-Up Approach

This section is designed as a plenary debate. Use Slide 36 to briefly explain the bottom-up approach model and use the questions below to generate a debate around it.

### Bottom-up approach to build national consensus




The following are some notes to explain the bottom-up approach to build national consensus.

Building national consensus from the bottom-up requires the full involvement of different stakeholders.

LRGs are called to define the territorial needs, interests and aspirations. To do this, they should count on their territorial stakeholders, for which reason they should articulate multi-stakeholder platforms and mobilize CSOs, the private sector and knowledge based organisations, amongst others.

These needs, interests and aspirations should be channelled through evidence-based arguments sustained by reliable data. Full transparency in the access to data and information is key and LRGs should guarantee it. Once these arguments have been provided LRGs should ensure they become part of the public policies of other levels of government that have an impact on the territory.

However, is it possible for LRGs to efficiently promote local needs and in-

terests in front of the national policies in a direct way (i.e. by themselves)? In most of the countries, LRGs have created associations in order to join forces and promote shared interests before their national government. Indeed, apart from big cities and powerful regions, provinces and states which usually count on own channels, LRGs do not have the capacity to interact with ministries or national institutions. To bridge the gap, LRG associations join evidences provided by their members and work for them to be included in the national policies. LRG associations express themselves through a single voice, thus contributing to an enabling environment for LRGs.

National governments should be concerned about adopting public policies that respond to the real needs of the territories, their citizens and their stakeholders. It is a matter of efficiency and democratic legitimacy. National governments should facilitate the creation of multi-level governance platforms in order to interact with LRGs and their associations, articulate the territorial interests and needs, and coordinate efforts. As in the case of LRGs, national governments should also open spaces for dialogue with stakeholders that operate at national level.

The SDGs are a fresh opportunity for all stakeholders involved in sustainable development to work with each other and coordinate their actions to produce more effective, mutually agreed public policies, both at local and at national level. For this reason, national strategies to implement the 2030 Agenda should respond to those needs and interests expressed by the territories through their LRGs and LRG associations. Equally, the accomplishment of the new Agenda should bring national governments to move forward towards the improvement of decentralization and fiscal schemes, the search for adequate resources at territorial level and the adoption of better territorial national policies."

In order to generate some debate over the importance of carrying out advocacy actions through a bottom-up approach, the following questions can be posed to the audience:

- Based on the previous diagram, do you think LRGs have direct access to influence the national level, or do they have to go through their LRG associations?
- What would happen if no consensus was reached within the LRGAs, that is, if unbridgeable opinions and priorities were given by the different LRGs? What could LRGAs do in their attempt to advocate before the national level?
- On what matters do you think there could arise differences of opinion amongst LRGs that could pose a problem for the LRGAs?
- How important do you think it is for local stakeholders to advocate towards the creation of an enabling environment at national stage?
- In short, what is the added value of bottom-up approaches with respect to top-down approaches? Are bottom-up approaches applied in your territory concerning other fields of action?
- Would you change anything in the given model? Is there any important element missing?

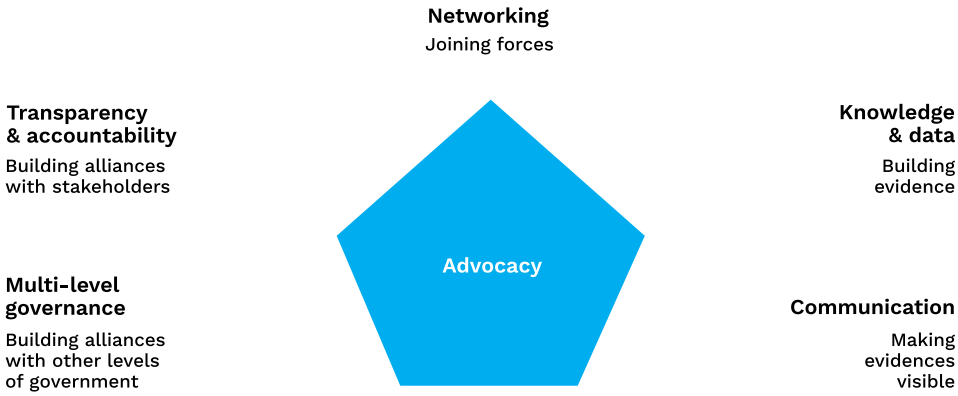
Exercise

Group 2, 3

50 min

Slide 37

## 5 Key elements of Advocacy




Source: Cuadernos para la Internacionalización de las Ciudades, número 7. Los gobiernos locales en la agenda internacional: ¿actores o espectadores? Proyecto AL-LAS. 2016

Slide 37

**The exercise has 3 stages:**

15 min

### 1. 5 Key elements

Show and explain Slide 38 (see explanation below). Discuss on a forum why transparency, networking, knowledge and data, communication and multi-level governance are important for effective advocacy.

20 min

### 2. Good practices

Divide participants into groups of 3 to 5 people. Each group, based on their local experiences, should write down at least one good practice for each of the 5 categories

15 min

### 3. Presentations

Each group should present the outcome to other groups.

### Advocacy exercise explanation

The advocacy pentagon below shows the five axis on which advocacy actions aimed at the localization of the SDGs should be based.

In the first place, networking allows for a greater level of representation. The more organized and coherent the LRGs are when claiming their rights, the more successful the advocacy action will be. This means that LRGs should join forces and implement joint strategies of political advocacy to claim for their participation in the national decisions. This can be done by forging alliances by themselves or, more particularly, by channeling their voices through the LRG associations or networks.

Secondly, claiming for the LRGs' rights and participation in the national sphere should be done on the basis of sufficient empirical evidence and experiences. Only when data can be justified and verified, both in real and in material terms, will the national government perceive the advocacy actions

carried out by LRGs as relevant and grounded and include them in its own decisions. For this, LRGs can rely on the work of their national associations or other networks specialized in the generation of knowledge at local and regional level (UCLG, ICLEI, etc.), as well as in other stakeholders such as universities or research centers.

In the third place, by making the evidence visible through strong communication strategies before the national government the impact of the advocacy action will be significant. This communication campaign should count on the support of the citizenship and other territorial stakeholders, for which reason a previous communication campaign (as well as the strengthening of the mechanisms of articulation with them) to achieve their commitment will be needed. Also, by monitoring the advocacy action and communicating the results, these will be maximized and ownership amongst the citizenship and other stakeholders will be promoted.

Additionally, multi-level governance mechanisms are necessary so that LRGs can channel their needs, aspirations and interests (through networking, sufficient evidence and communication) towards the national level and these can be included in the decisions taken at this stage. These multi-level governance mechanisms should aim to foster dialogue, exchange information and knowledge, and coordinate the efforts of the different levels of government in order to reach a shared aim: the achievement of the 2030 Agenda.

In order to do this, LRGs need to perceive the thoughts and feelings of their citizenship and local stakeholders. Raising awareness and building alliances with them in a multi-stakeholder approach is crucial so that the LRG-driven advocacy actions suit the reality of their territories. And once the citizenship and other stakeholders start to take part in the advocacy actions, they should be involved throughout the process - for which reason a transparent and accountable attitude by the LRG becomes essential. This multi-stakeholder approach has proved to be successful in the drafting stage of the 2030 Agenda, during which a worldwide stakeholder consultation took place that gathered the opinions and feelings of the citizenship at a global scale and whose outputs were subsequently included in the final draft of the Agenda.

Source: Cuadernos para la Internacionalización de las Ciudades, número 7. Los gobiernos locales en la agenda internacional: ¿actores o espectadores? Proyecto AL-LAS. 2016 *[Go to the source]*

## Call for an enabling environment for the localization of the SDGs

**Lecture**

**Group 2, 3**

**20 min**

**Slide 38**

**Tip:** This section requires own preparation of slides adjusted to the local context.

The SDGs and their localization present a fresh opportunity to strengthen the decentralization agenda and promote new forms of cooperative governance (multi-level and multi-stakeholder governance).

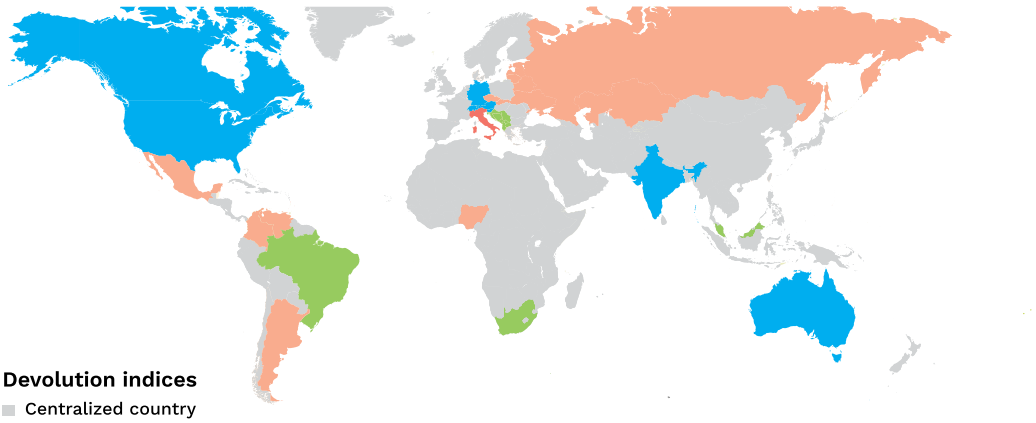
Local and regional governments and their associations can take advantage of the international commitment to localize the 2030 Agenda and call for reforms that give them clear competencies and create enabling environments in which to ensure effective local and regional development. National legislation and regulations provide the frameworks within which local and regional governments act. Such frameworks can create incentives or obstacles for sustainable development, especially in relation to local resource management, fiscal and financial decentralization, inclusive economic de-

velopment and environmental protection. It is therefore essential that national local and regional government associations advocate for an enabling environment for the implementation monitoring and assessment of the SDGs at subnational level.

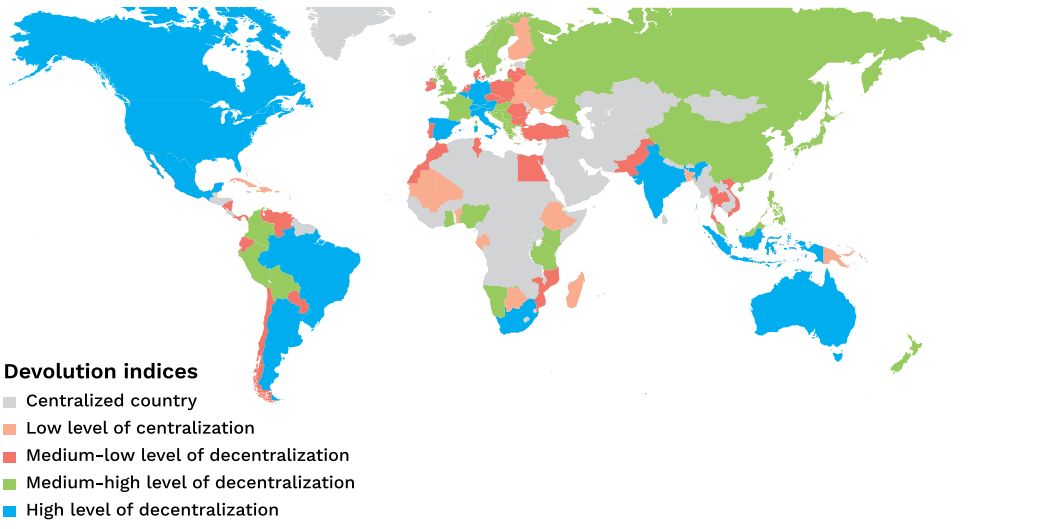
As it can be observed in the following chart, the level of decentralization of the world has increased substantially in the last 40 years. Analyse it depending on the origin of your trainees.

### Form of state and decentralization, 1970 - 2016

**Level of decentralization by country, 1970**




**Level of decentralization by country, 2016**




Source: Regional Authority Index and different devolution indices. 'Authors' elaboration.

## Call for fiscal reforms

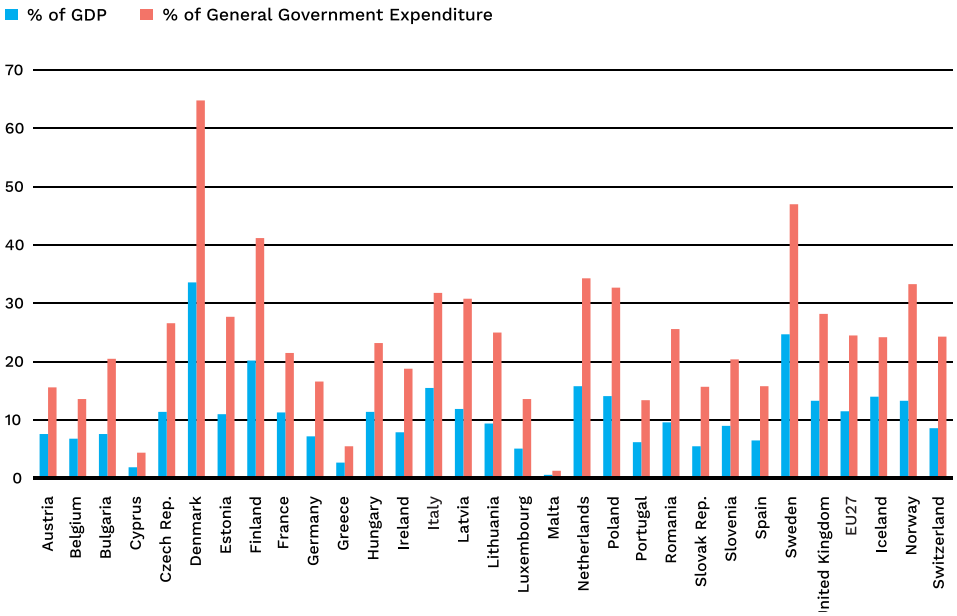
Without the strong commitment of national governments and the international community to reinforce the resources and capacities of local and regional governments, the potential of localizing the SDGs could be left untapped. As recognized by the Addis Ababa Action Agenda on Financing for Development, in more and more countries *"expenditures and investments in sustainable development are being devolved to the subnational level, which often lacks adequate technical and technological capacity, financing and support"*.

The localization of the SDGs is a very suitable occasion for local and regional governments to call for better local taxation schemes, including new taxes and non-fiscal resources such as rates and service charges, and for the weight of national transfers, especially conditional ones, to be reduced. This means standing up against taxes that are harmful for the environment, like fossil fuel subsidies, as well as working with central governments to improve their borrowing powers and explore innovative forms of financing local government, including through partnerships with the private sector. Fiscal reforms are often part of a long and complex process, and the implementation of strategic projects to achieve the SDGs should not be postponed. The mobilization of existing available resources and capacities towards achievement of the SDGs at local level is essential.

You can go through the LRG participation in public expenditure and revenues in different regions depending on the origin of your trainees. You will find information in *GOLD 2 Report*.

**Example: Europe**

### Local Government Expenditure, 2008




Source: Eurostat (February 2010), national sources and DEXIA calculations.

**Resources:**

↳ *Local Government Finance: The Challenges of the 21st Century*

### Call for multi-level governance mechanisms for the implementation and monitoring of the SDGs

The participation of local and regional governments in the definition of national priorities and strategies relating to the SDGs requires an appropriate institutional framework that allows for different forms of cooperative governance involving both different levels of government (multi-level governance) and other stakeholders (multi-stakeholder governance).

Through the call for multi-level governance mechanisms, local and regional government advocacy aimed at national governments and international organizations will be able to better facilitate the localization of the SDGs. Multi-level governance has been described as the "decision-making system to define and implement public policies produced by a collaborative relationship either vertical (between different levels of government, including national, federal, regional or local) or horizontal (within the same level, e.g. between ministries or between local governments) or both ".

The success of multi-level governance is determined by three conditions: the principle of subsidiarity, respect for local autonomy, and mutual loyalty, trust and structured dialogue between actors. An integrated multi-level governance approach and dialogue between interdependent institutions can be achieved through mechanisms based on consultation, coordination, cooperation and evaluation, for example, the establishment of a formal committee that brings national, regional and local authorities together, structured dialogues, partnerships, and informal networks. Local leaders play a key role in negotiating successful multi-level governance on behalf of their communities.

**Resources:**

↳ *Addis Ababa Action Agenda on Financing for Development*

## Enabling environment for the localization of SDGs

**Exercise**

**Group 2, 3**

**20 min**

**Handout 7**

**Preparation:** Print 1 copy Handout 7 for each participant.

At the end of the lecture give Handout 7 to every participant and moderate a debate based on it.

### Enabling environment Handout 7

**According to the above, an enabling environment for the localization of SDGs includes [1]:**

- A legal and political framework that guarantees democracy and respect for human rights
- A legislative body and level of decentralization that recognizes local and regional governments as an autonomous level of government with legal powers, financial autonomy, clearly defined roles and responsibilities

[1] Stephenson 2013. Twenty years of multi-level governance: Where Does It Come From? What Is It? Where Is It Going? *[Go to the source]*

and the capacity to defend the voice of citizens before national authorities

- Multi-level governance mechanisms and multi-stakeholder partnerships
- Recognition of the need to make financial transfers from the central government to local and regional governments in order to correct imbalances between the tasks assigned to them and their limited resources. Local and regional governments should also have the legal power to set their own taxes, with the aim of effectively implementing their locally defined development pathways and ensuring accountability to local communities
- Capacity building of local and regional governments in relation to the SDGs, empowering them to maximize their contributions, even in the face of limited competencies
- Measures to monitor and assess the performance of local and regional governments, as well as to support them to improve over time
- A national urban strategy that takes the SDGs and the New Urban Agenda adopted at Habitat III into account, along with the financial and technical arrangements and capacities necessary to implement it

Local and regional governments should call for their central governments to implement the "international guidelines on decentralization and access to basic services for all" adopted by the Governing Council of UN Habitat in 2007/2009. The Guidelines lay out the principles for the effective decentralization of responsibilities, policy management, decision making authority and sufficient resources, including revenue collection authority.

Source: International Guidelines on Decentralization and Access to Basic Services for all, UN-Habitat *[Go to the source]*

### Following the previous explanations, these questions will help foster the debate amongst the participants:

- According to the world maps above, what has changed in these 40 years in terms of decentralization? What trends do you see? What has been the role of LRGs in the successful decentralization processes, what can we learn from them?
- What channels do LRGs in your territory have if they decide to knock on the national government's door and advocate for an enabling environment?
- If the national government does not give way to LRGs' petitions and does not transfer the necessary resources so that they can work on the localization of the SDGs, what should they do? Where can they get financial (or other kinds of) resources from? If they do get the resources from the national government but it is a one-time concession, should they give up calling for an enabling environment?
- In your opinion, why can LRGs perform better at improving non-discriminatory access to basic services than national governments?

[2] Based on the criteria shared by UCLG in Assessing the Institutional Environment of Local Governments in Africa *[Go to the source]*

Do you think national authorities are aware of this fact?

- As regards LRG funding, have you ever heard about microfinance schemes such as crowdfunding? In your territory/country, how important do you think it is to call for an enabling environment in this regard?
- Why would it be positive to include the national government in the monitoring and assessment of the performance of local and regional governments? What multi-level mechanisms do you reckon would be appropriate for that?

## Key lessons from Chapter 2

**● ○ ○ Group 1**

Mobilise and engage LRGs in the implementation process and in advocacy actions to create an enabling environment for the localization of the SDGs (including decentralization, clarification of competences and fiscal reforms)

Show the role of LRGs in promote local and national partnerships for SDGs implementation: increasing citizen understanding and ownership of the SDGs

Underline the opportunity to articulate the territorial stakeholders and engage them in the sustainable development agenda and to launch new forms of collaboration

Show the importance providing evidence to build advocacy strategies at territorial levels and forgathering territorial information

**○ ● ○ Group 2**

Insist on the importance of the participation of LRGs in the definition, implementation and monitoring of national strategies on sustainable development

Engage LRGs in advocacy strategies to call for an enabling environment for the localization of the SDGs (including decentralization, clarification of competences and fiscal reforms)

Show how to use existing platforms to engage citizens and stakeholders with the new Agenda.

Show how to articulate the territorial stakeholders and engage them in the sustainable development agenda and to launch new forms of collaboration

Share how to articulate local and regional stakeholders and engage them in national advocacy strategies

**○ ○ ● Group 3**

Underline the role of LRGAs in the mobilization of their members and in making them understand their role in the achievement of the SDGs

Share on how to lead national awareness-raising campaigns aiming to engage other LRGs and to advocate for the localization of the Agenda.

Insist on the importance of the participation of LRGs in the definition, implementation and monitoring of national strategies on sustainable development

Engage LRGs to call for an enabling environment for the localization of the SDGs (including decentralization, clarification of competences and fiscal reforms)

Underline the role of LRGAs in the leadership of advocacy strategies on SDGs built on local evidence

# Chapter 3: SDGs go local. Aligning local and regional development plans

Lecture

Group 1, 2, 3

15 min

Slide 39-41

## SDGs go local

### Trainer's insights

The implementation of the SDGs should both respond to local and regional needs and priorities and be coherent with, and complement, national strategies.

The role of different levels of government in the implementation of the SDGs depends on the political and institutional framework of each country. Each level of government should have the capacity to set their own priorities in line with their legal areas of responsibility, and to pursue them through local and regional plans and sectoral policies.

In order to set local priorities, it is important to review existing local and regional plans with the aim of identifying the main needs, priorities, gaps and cross-sectoral linkages of the territory and their relationship with the SDGs and national priorities. It is crucial that local and regional governments ensure their priorities within the framework of the SDGs are relevant and locally-owned, and include the interests of different levels of government and local stakeholders, including minorities and vulnerable groups.

Cooperative governance to establish shared priorities

The whole system of actors, public and private, operating in a territory should establish a common framework of dialogue in order to define the priorities to be addressed by the SDGs. The following governance mechanisms may help make this possible:

Multi-level governance platforms ensure coherence between the sectoral priorities of national government departments and those of local and regional governments.

Group 1, 2

5 min

### Ecuador — Case study (Additional)

Ecuador's multilevel governance approach

Ecuador has promoted the establishment of integrated local development systems which allow the national government and the decentralized auton-

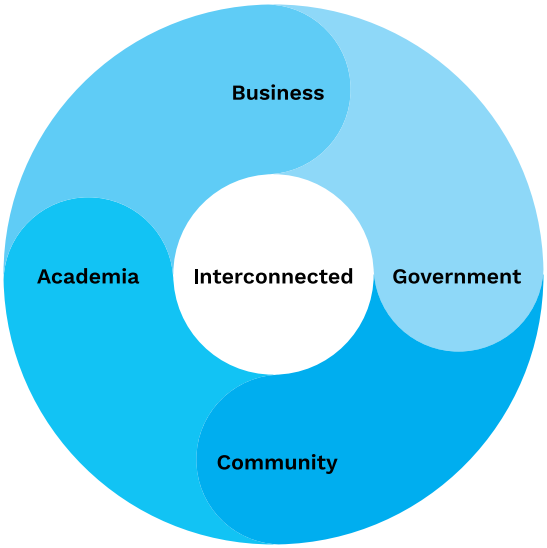
omous governments (DAGs) to coordinate initiatives on issues such as the transformation of modes of production, the effective localization of public policies and investments, and the appropriate management of international development cooperation initiatives.

**These integrated local development systems, supported by UNDP, have had the following results:**

1. At territorial level, coordination and dialogue spaces (Territorial Working Groups) have been institutionalized in most territories through decrees, co-financing of operational costs, personnel seconding and, in general, the adoption of models of international development cooperation management
2. At national level, the linking-up of the decentralization and territorial development processes has been incorporated into public resolutions and the plan for the DAG's capacity strengthening in managing international development cooperation now includes the creation of participatory spaces to join up territorial actors and various levels of government. Additionally, the working strategies of Technical Secretariat of International Cooperation at the territorial level now take root in the relationship between territorial actors and government institutions at different levels
3. At international level, the system has been mainstreamed into UNDP's territorial development approach and strategy

Inter-municipal cooperation, including cross-border cooperation where appropriate, can be used by local governments to jointly assess their needs, define their SDG priorities and develop programmes and plans at territorial level. In them, local and regional governments work together to guarantee a more integrated and efficient approach to territorial development through cooperation in service delivery, infrastructures and, where possible, through the pooling of resources and capacities.

The participation of civil society organizations, private companies and academia in multi-stakeholder mechanisms, both formal and informal, can not be neglected.



These mechanisms should be accessible to all sectors of society, balanced so that no group prevails over any other group, and transparent. When everyone has the chance to contribute to the debate with their opinions, information and experience, the process gains legitimacy, but transparent and widely communicated decision making is relevant to ensure that the process is accountable and confidence is maintained.

If participation mechanisms already exist, they may be used for the definition of SDG priorities rather than creating ad hoc processes; standing institutional arrangements allow the capacities of civil society representatives to be strengthened over time and trusting relationships of support and cooperation to be developed[3].

Local and regional governments play a leading role in multi-stakeholder mechanisms, as long as they respect the independence of non-governmental actors. This role includes ensuring a minimum infrastructure, setting agendas, proposing specific topics, distributing relevant materials or even awarding grants for particular activities.

### Azuay (Ecuador) — Case study (Additional)

●●○ **Group 1, 2**

**5 min**

Civil society involvement in regional planning in Azuay (Ecuador)

The Provincial Government of Azuay defends the principle of the active participation of society, communities and local stakeholders in the process of definition of its plans and actions. In its Territory Vision 2019, Azuay envisaged putting into practice its Participatory Planning System in the process of implementation of the SDGs in its territory. It has used a People's Provincial Parliament and the Cantonal and Community Assemblies to bring together a wide range of sectors for coherent institutional planning. These initiatives will be complemented by the establishment of cooperation agreements with representatives from the private sector, expert organizations and academia.

Source: Are regions ready? Implementing the SDGs at the subnational level, Nrg4SD Assessment Questionnaire

## Aligning local and regional plans with the SDGs

**Lecture**

●●● **Group 1, 2, 3**

**10 min**

**Slide 42-44**

This lecture should be given to all the groups even if you are running a short training. However, it is particularly important for Local and Regional Governments. You can explain it more briefly when your target group is Local and Regional Governments Associations. If you have enough time use case studies to illustrate the lecture.

It is of particular importance to define SDG implementation strategies through the alignment current local or regional development plans with the Goals, targets and indicators of the 2030 Agenda.

Local and regional plans can provide a comprehensive vision of the territory and define strategies based on an integrated and multi-dimensional approach to inclusive and sustainable development. And these strategies

[3] Report of the European Economic and Social Committee on the Opportunities and processes for civil society involvement in the implementation of the post-2015 agenda in the EU *[Go to the source]*

will be best defined, implemented and monitored if the involvement of the major territorial stakeholders in a context of broad participatory governance is ensured.

**These plans include:**

- Baseline diagnosis of the socioeconomic and environmental context
- Local or regional priorities and links with SDGs and targets
- Shared targets
- Coherence with SDG-based national (and regional) plans
- Strategic projects
- Budget and financial strategies
- Implementation timeline
- Cooperative governance mechanisms

Monitoring and assessment tools, including a set of local and regional indicators aligned with the indicators established in the 2030 Agenda

**Tip:** If you are working with Group 3, and did not use the Stakeholder Mapping exercise for the awareness-raising section you can use it here and skip the Aligning exercise, which might be too abstract for this target group.

**Exercise**

**Group 1, 2, (3)**

**80 min**

**Slide 45-47**

**Handout 8-10**

**Preparation:** For each group print Handout 8A (Empty alignment board) on A3 format, print the full ↳ *SDG Targets and Indicators list* (you can't predict in advance which indicators will be aligned, so you need the full list), and bring copies of *What the local governments need to know.*

## Aligning local and regional plans with the SDGs

This exercise on the alignment of a development plan is based on a real experience of the city of Madrid (it is further explained below in the Example section). For this exercise we have chosen only a part of Madrid City Council's plan so that the participants can try and see the process of aligning. It is a practical application of aligning a local development plan to the 2030 Agenda. We provide two versions of this exercise:

### Version 1: Empty alignment board (Handout 8A)

We encourage you to ask participants beforehand to bring their local development plans and work on their local case.

Divide participants into groups of 3 to 5 people, if possible, from the same local government. It will be easier for them to work on their own local example. They should seat around a table with Handout 8A (Alignment Board) placed in the middle.

**The exercise has 6 stages:**

**10 min**

#### 1. Three strategic focuses

Ask each group to choose 3 strategic focuses (for example: Urban action strategies to combat climate change) and write them down on the board (Handout 8A).

**15 min**

#### 2. Projects

Each group should come up with at least one project for each strategic focus.

**10 min**

#### 3. SDG Goals

Each group should assign one or more SDG Goals to each strategic focus.

10 min

10 min

25 min

### 4. SDG Targets

Eeach group should assign one or more SDG targets to each strategic focus.

### 5. SDG Indicators

Each group should assign one or more SDG indicators to each project.

### 6. Plenary discussion

- Can local development plans be easily aligned to the 2030 Agenda?
- Can SDGs serve as a trigger to rethink existing plans?
- Do 2030 Agenda targets fit local realities?
- How can we guarantee the Agenda's integrality and the multi-dimensional approach to sustainable development? Involvement of different sectors and departments, coordination, coherence...
- Do the 2030 Agenda indicators fit local realities?

While working on the aligning exercise participants will acknowledge that the current indicators proposed by the UN Statistic Division do not always fit local realities and are very difficult to use at the local level. The debate on the indicators is a good way to move forward to the Chapter 4.

**Tip:** If you choose version 1 and you see that a group has difficulties with the exercise you can always jump to version 2.

**Preparation:** For each group print Handout 8B (Aligning Board) on A3 format, print the list with the chosen UN Targets and Indicators (Handout 10) and Project Examples (Handout 9), and bring copies of What the local governments need to know

## Version 2: Pre-filled alignment plan based on the fragments of Madrid experience (Handout 8B)

This version is designed for Group 3 or other groups that have difficulties to come up with concrete examples. The timing and the stages of this version are exactly the same as for the version 1. The only differences are:

1. The board has pre-filled strategic focuses.

2. The group does not have to come up with project examples. You should print project examples from Handout 9 and hand it to the participants. By doing so, participants will work directly on aligning their own local development plan with the 2030 Agenda. You will find the Alignment Board with the suggested answers in Handout 8C.

## A close, united and habitable city

| STRATEGIC FOCUS | PROJECT EXAMPLE | SDG NUMBER | TARGET | SDG INDICATOR |
|---|---|---|---|---|
| Urban action strategies to combat climatic change | | | | |
| An efficient and sustainable mobility policy | | | | |

**Resources:**

- *SDG Indicators list*
- *What the local governments need to know*

**Examples:**

### Alignment of the Madrid City Council Action Plan 2015-2019 to the SDGs

Several cities worldwide such as Quito, Seoul, Durban and Madrid are currently aligning their government plans to the Sustainable Development Goals, targets and indicators. As regards the latter, the Madrid City Council is aligning its Government Action Plan for the period 2015-2019 to the SDGs. The alignment process started with a diagnosis of the different activities contained in the plan and their contribution to the SDGs, their targets and indicators. This was followed by the adoption of specific indicators based on the city's reality and it will continue with a process of monitoring and evaluation of the Council's performance and achievement of the SDGs.

This process is carried out in the framework of the Foro Madrid Solidario, a recently created dynamic and structured platform for consultation and dialogue that involves the different Council departments, as well as representatives of other public authorities, networks of local governments, NGOs, universities and research centres, social organisations, the private sector and professional associations, and experts from different specialisations working in the fields of cooperation and solidarity.

The alignment exercise of this Module is based on this process.

Source: Foro Madrid Solidario. Ayuntamiento de Madrid *[Go to the source]*

### The South African province of KwaZulu-Natal and the eThekwini municipality mainstream the SDGs into their own goals

In order to mainstream the SDGs into their own planning instruments and goals, the province of KwaZulu-Natal has analysed each of the seven Provincial Growth and Development Plan strategic goals and their corresponding objectives and connected them to the achievement of one or several SDGs. An essential part of the plan has been the definition of indicators that will help assess progress in the mid- and long term.

Concerning the municipality of eThekwini (Durban), SDGs have been embedded within the Long Term Plan and Integrated Development Plans. The local government has subsequently ensured that each plan, programme and project aligns with these plans (and, as a consequence, to the SDGs) and that they are defined, budgeted and their performance measured according to the 2030 Agenda.

Source: Province of KwaZulu-Natal

Exercise

Group 1

25 min

Slide 48

Handout 11

## What are the key resources to implement the 2030 Agenda?

### Version 1: Plenary Debate

If participants of the workshop are not familiar with the 2030 Agenda choose Version 1 of this exercise, a plenary debate. Use the information provided below (Handout 11) to introduce 10 key resources to implement 2030 Agenda.

1. Aligning local budgets
2. Mobilizing endogenous resources
3. Finding new forms of financing
4. Capacity building
5. Performance management
6. Decentralised cooperation
7. Improving tax management
8. Access to international cooperation
9. Transparency and fighting against fraud and corruption
10. Making public procurement more efficient

After your brief introduction use the questions below to moderate a plenary debate.

- The 10 given items are not the only and complete answer to the question What are the key resources to implement the 2030 Agenda?. What would you add to the list?
- Which of the resources do you see as the most important ones? Why?
- Are any of them specific to your city or region?
- Which is the most feasible one to achieve?
- Which is the most complex one?

Group 2,3

75 min

Slide 49

Handout 11

10 min

### Version 2: Panel Debate with audience Q & A

If participants are familiar with the 2030 Agenda and were active in other debates during the workshop choose Version 2 of this exercise - a panel debate with audience Q&A.

**The exercise has 4 stages:**

#### 1. Preparation

Divide participants into 5 groups. Read the categories from slide 49 and ask each group to choose one from the list below:

1. Aligning local budgets & mobilizing endogenous resources
2. Finding new forms of financing & capacity building
3. Performance management & decentralised cooperation
4. Improving tax management & access to international cooperation
5. Transparency and fighting against fraud and corruption & making public procurement more efficient

**30 min**

**Tip:** Use the time when the groups are getting prepared to set the the space for a debate (put 5 chairs in a line for spokespeople and 1 chair for you).

### 2. Argumentation line

Explain to each group that they will have to choose a spokesperson. They have 25 minutes to read handout 11 and prepare an argumentation line for the spokeperson to defend in the panel why their chosen resource is the key element to implement the 2030 Agenda (ex. *Aligning local budgets & mobilizing endogenous resources or Finding new forms of financing & capacity building*). Each of the group should also prepare a 2 min. pitch for the debate.

Group members who are not the spokesperson should prepare a list of questions to make the debate more challenging for the representatives of the other groups.

**25 min**

### 3. Debate

Ask the spokespersons to seat on the panel chairs. You are the host, so you should ask the first question. Give each speaker 2 minutes (put a timer on) to present their argumentation. After the 5 pitches turn to the audience and ask if they have any questions to the speakers. Give 1 minute for a question and maximum 2 minutes for each answer.

**10 min**

### 4. Change of perspective

Close the debate. End the exercise and ask participants to change the perspective, to stop looking from the point of view of the group they were in. Ask them which argumentation was the most convincing. If it was a TV debate who would have won it? Make sure that participants understand that using only one resource will most probably never be enough to implement the Agenda.

## Trainers Insights Handout 11

### 1. Mobilizing local resources

In a context of scarce resources, local budgets should be efficiently aligned with the priorities identified and established in the local or regional development plans. This implies allocating or reallocating available resources to satisfy priorities aligned with the SDGs.

It is also important to **improve management skills and capacities** within institutions to ensure a more effective use of available resources. This includes:

- Improving organization schemes
- Tax management
- Budgeting (including participatory budgeting)
- Public procurement
- Transparency and fight against fraud and corruption
- Providing new and enhanced skills in local and regional government staff through capacity building initiatives in fields as diverse as public debt management and access to private loans

New partnerships are also needed to mobilize resources and expertise by partnering with the private sector (through public-private partnerships),

communities (through public private-people-partnerships) and universities and research centers.

Alternative finance channels should not be neglected: crowdfunding, for instance, raises funds through small contributions from diverse individuals and organizations.

Local and regional governments may also need to consider working together to pool their services. Whether through informal mechanisms (such as a joint strategy by municipalities or regions to attract new businesses) or through more complex institutional forms of collaboration (ad-hoc associations, consortia etc.), such intermunicipal cooperation can free up extra resources by harnessing the cost advantages of economies of scale.

A lack of resources and capacities is particularly critical for many intermediary and small cities and rural municipalities and regions. For this reason, regions and intermediate governments play an important role in scaling up high value services and providing technical and financial support in the framework of territorial cooperation mechanisms.

### 2. Building capacities for effective and responsive leadership

The implementation of strategic projects and the achievement of the SDGs at local level require adequate infrastructures and equipment, access to technology and innovation as well as qualified human resources.

**Capacity building** is crucial for the transformation of a territory's human, scientific, technological, organizational and institutional capabilities. The achievement of the SDGs requires the empowerment of individuals, leaders, organizations and societies.

**Building endogenous capacities** within local and regional governments is necessary for institution-building, policy analysis and development management, including the assessment of alternative options. Such actions will enhance the actors' ability to respond to long term challenges rather than concentrating only on immediate problems. In order to achieve this, specific knowledge and skills are needed to perform tasks more efficiently, as well as a change of mind-sets and attitudes.

**Peer-to-peer learning** and capacity building to support local leadership and team-work can be an effective way to improve service delivery, change work streams, address needs, shortfalls and promote problem-based learning. Ideally, peer learning involves local and regional authorities of similar backgrounds, which maximizes management, political and territorial impact.

### 3. Promoting ownership and co-responsibility for the implementation of strategic projects

The implementation of the strategic projects included in SDG-based plans (or aligned plans) needs the full involvement and participation of local stakeholders (NGOs, private sector, community-based organizations, research organizations, academia and individual citizens). This multi-stakeholder approach will create ownership and co-responsibility among all actors and serve to mobilize and reallocate resources effectively.

Over the last decade domestic resources have been the largest source of financing for development, and CSOs, the private sector and academia have

a significant capacity to mobilize, not only financing, but also technology, innovation and talent for sustainable development. While the stakeholders have different interests, expectations and agendas and play different roles, they have a common goal in the sustainable and inclusive development of their territories. Their contribution through different phases (definition, funding, implementation, monitoring and evaluation) can be defined according to their capacities and resources (technical, technological and financial resources, knowledge-based skills, and innovation).

So that local and regional plans accurately reflect local needs, it is crucial that public institutions promote the involvement of citizens, particularly the most vulnerable groups, through mechanisms that facilitate their participation. When citizens are involved in the planning stage of a plan or project, they are usually keener to participate in the implementing and monitoring stages too.

The diaspora can play a crucial role in development, with remittances serving as a powerful financial instrument to achieve SDG related projects at local level, especially in the fields of housing, health or education. In addition, diaspora may contribute with trade, technology and knowledge, also essential for the development of local projects. Harnessing remittances requires local understanding and commitment to action.

### 4. Development cooperation

Development cooperation partners can play a role in the implementation of the SDGs by supporting national reforms towards political and fiscal decentralization, and by providing resources, knowledge, experience, technology and innovation to reinforce the institutional and operational capacities of local and regional governments.

Local and regional governments can build direct partnerships with international and national agencies as well as other partners, such as philanthropic organizations, NGOs and the private sector, to access additional funds.

The international community is fostering changes in the way development cooperation is delivered. In order to align their vision and plan for resource allocation with the priorities of the SDGs, development cooperation partners are encouraged to move beyond country eligibility criteria and to work hand in hand with local and regional governments where needs are greatest, thus enhancing policy coherence for sustainable development.

A special effort is needed to align local and regional plans with development cooperation effectiveness principles. This implies going beyond an "aid" approach and building new partnerships for development. Official development cooperation counts now on decentralized cooperation, NGOs, and philanthropic institutions through a wide range of intervention schemes, including north-south, south-south and triangular cooperation.

### 5. Decentralized cooperation

Decentralized cooperation partnerships are an optimal way to build platforms for local and regional governments to exchange knowledge and experiences, provide technical assistance, link societies together and generate exchanges among citizens, CSOs, the private sector and universities.

The universal nature of the Agenda is what allows decentralized coopera-

tion to come into play and, what is more, to become an essential tool for the achievement of the SDGs. Indeed, local and regional governments usually face problems that other governments from around the world have already addressed before: the provision of good quality water (SDG 8), the extension of the bus line to enable slum children to attend school (SDGs 10, 11), capacity-building activities for local civil servants in the field of good governance (SDG 16). It is clear that local and regional governments benefit from partnerships and platforms that foster the exchange of knowledge and experiences and the provision of technical assistance. The universality of the Agenda and the sharing of similar problems give a sense of horizontality, mutual interest and bidirectionality to decentralized cooperation partners, thus breaking with the vertical, aid-centered approach.

### Example: Decentralized cooperation to achieve SDG 8 on decent work and economic growth

In 2012, in the framework of the localization of the decent work agenda, the ILO, UCLG and the city of Maputo organized a learning exchange in the Mozambican capital about the informal economy, particularly the conditions of informal vendors. The main guests were the cities of Durban, Belo Horizonte and Porto Alegre, who had the opportunity to share their extensive experience in the field. Other Mozambican cities, international organizations, NGOs and the private sector were also invited. The learning exchange resulted in the adoption of a roadmap on South-South and Triangular Cooperation for local governments and was followed by a series of technical visits and training sessions in 2013. Durban transferred its experience to informal vendors and municipal officers, while Belo Horizonte shared its expertise on the support of local economy and urbanization. The exchange demonstrated the strategic importance of food markets for local economic development, poverty reduction and cultural diversity, as well as the need for a local government South-South cooperation program. Since then, further peer-learning projects have been held in Barcelona, Lleida, Chefchaouen, Pasto and Borgou.

## Key lessons from Chapter 3

**● ● ○ Groups 1 and 2**

Show why the implementation of the SDGs should both respond to local and regional needs and priorities and be coherent with, and complement, national strategies

Convince of the idea that the implementation of SDGs at the local and regional level should be linked to the ongoing development plans (integral or sectoral) and the actions foreseen in their framework

Convey that each level of government should have the capacity to set their own priorities linked to the SDGs, in line with their legal areas of responsibility, and to pursue them through local and regional plans and sectoral policies

Underline the importance of cooperative governance

Make sure the audience understands that the whole system of actors, public and private, operating in a territory should establish a common framework of dialogue in order to define the priorities that should be addressed by the SDGs

Get the audience to understand that, in a context of scarce resources, local budgets should be efficiently aligned with the priorities identified and established in the local or regional development plans. This implies allocating or reallocating available resources to satisfy priorities aligned with the SDGs

Get LRGs to invest in capacity building: improve management skills and capacities within institutions to ensure a more effective use of available resources.

Introduce the audience to new partnerships with the private sector (through public-private partnerships), communities (through public/private -people -partnerships) and universities and research centers in order to mobilize resources and expertise.

Make the audience understand that, given that the lack of resources and capacities is particularly critical for many intermediary and small cities and rural municipalities and regions, intermediate governments play an important role in scaling up high value services and providing technical and financial support in the framework of territorial cooperation mechanisms.

Ensure that the full involvement and participation of local stakeholders is understood as a key element for the implementation of plans aligned with the SDGs

Invite the audience to count on the CSOs, the private sector and academia, as they have a significant capacity to mobilize, not only financing, but also technology, innovation and talent for sustainable development

Foster the audience's interest in development cooperation, including decentralised cooperation, as a key tool for the implementation of the SDGs by supporting national reforms towards political and fiscal decentralization, and by providing resources, knowledge, experience, technology and innovation to reinforce the institutional and operational capacities of local and regional governments

Finally, conclude by ensuring that the audience understands how crucial the SDGs are to conform the new roadmap for decentralized cooperation

**○ ○ ● Group 3**

Make LRGAs aware of the important support they can provide to LRGs in the implementation stage

# Chapter 4: Monitoring

Lecture

Group 1, 2, 3

15 min

Slide 50-53

## Monitoring

**Trainer's insights:**

A robust follow-up and review mechanism for the implementation of the new 2030 Agenda for Sustainable Development requires a solid framework of indicators and statistical data to monitor progress, inform policy and ensure accountability of all stakeholders.

The SDGs will be monitored and assessed through a system of 232 indicators. Many of these indicators can be localized by gathering data at territorial level.

**Resource:**

↳ *UN Stats website*

At national level, it is crucial that follow-up takes subnational data into account in the review of the evolution and concrete results of national plans. Localizing the follow-up of the 2030 Agenda entails the following actions:

- Develop a set of localized indicators, specific to each territory
- Ensure that the information gathered by the local and regional governments is used in national monitoring and reporting
- Enable the participation of local and regional governments and stakeholders in the review of national plans
- Use SDG indicators to monitor and assess local or regional plans
- Ensure that local achievements are recognised and part of the national SDG progress reports

Many local and regional governments lack adequate mechanisms to gather information and data at territorial level and local data sets are often not consistent with national data collection systems. However, there are examples of cities and regions that have created their own statistical institutions to complement planning services. Strengthening these institutions will be essential in order to monitor and assess the achievement of the SDGs at territorial level.

**Example:**

SDG follow-up mechanisms: data management at Subnational level in the State of Sao Paulo (Brazil)

**Tip:** Look for a similar institution in the region of your trainees.

SEADE is a foundation linked to the Department for Planning and Management of the Stateof São Paulo, Brazil. SEADE has become a prestigious institution at national level in the production and dissemination of socioeconomic and demographic analysis and statistics. The institution aims to contribute to improve public planning, monitoring and evaluation capacities as well as to democratize the information society. Its Board of Directors is made up of representatives of the Ministry for Economy and Planning, the Fundação de Desenvolvimento Administrativo, the University of São Paulo, the State University of Campinas and the São Paulo State University Júlio de Mesquita Filho, and four representatives appointed by the governor, one of whom is from a private public opinion research body. SEADE and the Secretary for Planning and Management have been publishing yearly monitoring reports of the MDGs in accordance with the indicators previously set in the planning stage aiming to analyse the progress made towards the goals in the federal state and contribute to their attainment.

Source: Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level

### Promote the participation of local and regional governments in national monitoring

Most countries' monitoring systems are administered by a national statistical office or national planning service. In other countries, the systems are the competence of an intersectoral commission or council made up of representatives of different ministries. In either case, the participation of local and regional governments in the national follow-up and review of the implementation of the SDGs is key. The follow-up process needs to be transparent so that its results serve to hold local and regional governments and other participating stakeholders to account and to harness the best experiences to transfer knowledge to other municipalities, regions or countries.

**Example:**

Colombia has established a High Level Commission on SDGs with the participation of representatives of the national government, local authorities and national stakeholders (CSOs, private sector, academia) to ensure the proper follow-up of the Agenda.

**Resource:**

↳ *Colombia in implementing Agenda 2030*

### Collect data and monitor progress at subnational level

One of the important lessons from the MDGs was that progress should not only be tracked at national level. The UN has undertaken a special effort to make monitoring at local and regional level a priority in case of the SDGs. The establishment of data collection systems at local and regional level is a fundamental in order to disaggregate information "by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in the national context" (SDG Target 17.18) and to monitor processes and results through indicators.

LRGs may decide to sign cooperation agreements with other levels of government to ensure the exchange of information. A 'data revolution' will contribute to the monitoring and achievement of the SDGs. Again, universities, research centres, and even NGOs and the private sector can help in the task

of collecting, monitoring and analysing data.

**Example:**

The monitoring and reporting system established by the National Government of Colombia includes disaggregation of data at territorial level as a key asset for the follow-up of the SDG implementation process.

### Adapt national indicators to local and regional context

The definition of local or regional SDG plans, or plans aligned with the SDGs, will include a set of indicators linked to those of the 2030 Agenda and adapted to each territory's needs and context. Local and regional governments may need to define these indicators according to their data collection capacities, including their human resources and technological facilities. Indicators should also take into account the diversity of territories. Thus, in line with the SDG motto of "leaving no one behind", including social groups at risk of exclusion (that is, groups that usually fall far below the average indicators) is necessary. Similarly, countries with special circumstances such as fragile, conflict-affected, landlocked or less developed countries or small islands might need to include additional indicators to better reflect and monitor their specific circumstances and needs. As for the monitoring and evaluation of local or regional plans, local governments can set up joint initiatives to create strong subnational mechanisms supported by independent review processes. When resources and capacities do not allow for the creation of subnational mechanisms, local and regional governments need to ensure that the national authorities collect data from all the different territories in a comprehensive manner.

**Tip:** The establishment of SDGs is still an ongoing process in which most of the questions your trainees may pose have no answer. Before the debate it is important to stress that despite the crucial importance of localizing SDG indicators to measure results and the impact of the 2030 Agenda at the territorial level, it is a complex and unresolved subject that may cause some confusion and even disappointment among participants.

**Debate:**

- Most of the indicators defined by the UN Statistical Division *(SDG Indicators: Revised list of global Sustainable Development Goal indicators)* are hardly applicable at territorial level and by local and regional governments.
- LRGs' statistical needs and perspectives are not taken into consideration in the definition of the SDG indicators system.
- Local data are often not consistent with national data collection systems.
- LRGs could use their own statistical resources (including indicators) to measure their contributions to the 2030 Agenda. But, if they do so, some distortions may appear in terms of measurement and reporting of achievements at local, national and international level (possible answer, do not show to your trainees: impossible to align their results to those achieved at national and international level).
- Other systems like the UN Habitat CPI or Eurostat can provide a useful framework to measure impacts at local level (appropriate for groups 2 and 3).
- LRGs around the world lack adequate human, technological and material resources to gather and process data and information at territorial level.
- International development cooperation, including decentralised coop-

eration, can provide relevant resources to strengthen LRG capacities in this field.

## Reporting: Voluntary National Reviews

**Lecture**

**Group 1, 2, 3**

**Slide 54-57**

Before the workshop check the *VNR website* and search information about the countries of your trainees. During the workshop enter the website, explain what the VNR are and show the data that applies to the local context where you give the training.

Some countries are conducting regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven. These national reviews are expected to serve as a basis for the regular reviews by the UN High-Level Political Forum on Sustainable Development (HLPF), meeting under the auspices of ECOSOC. As stipulated in paragraph 84 of the 2030 Agenda, regular reviews by the HLPF are to be voluntary, state-led, undertaken by both developed and developing countries, and involve multiple stakeholders.

**Pay attention!** Filters use keywords in English and do not recognize keywords in other languages.

The voluntary national reviews (VNRs) aim to facilitate the sharing of experiences, including successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda. The VNRs also seek to strengthen policies and institutions of governments and to mobilize multi-stakeholder support and partnerships for the implementation of the Sustainable Development Goals.

Following this link you can log in the online review platform, dedicated to compiling information from countries participating in the voluntary national reviews of the High-level Political Forum on Sustainable Development.

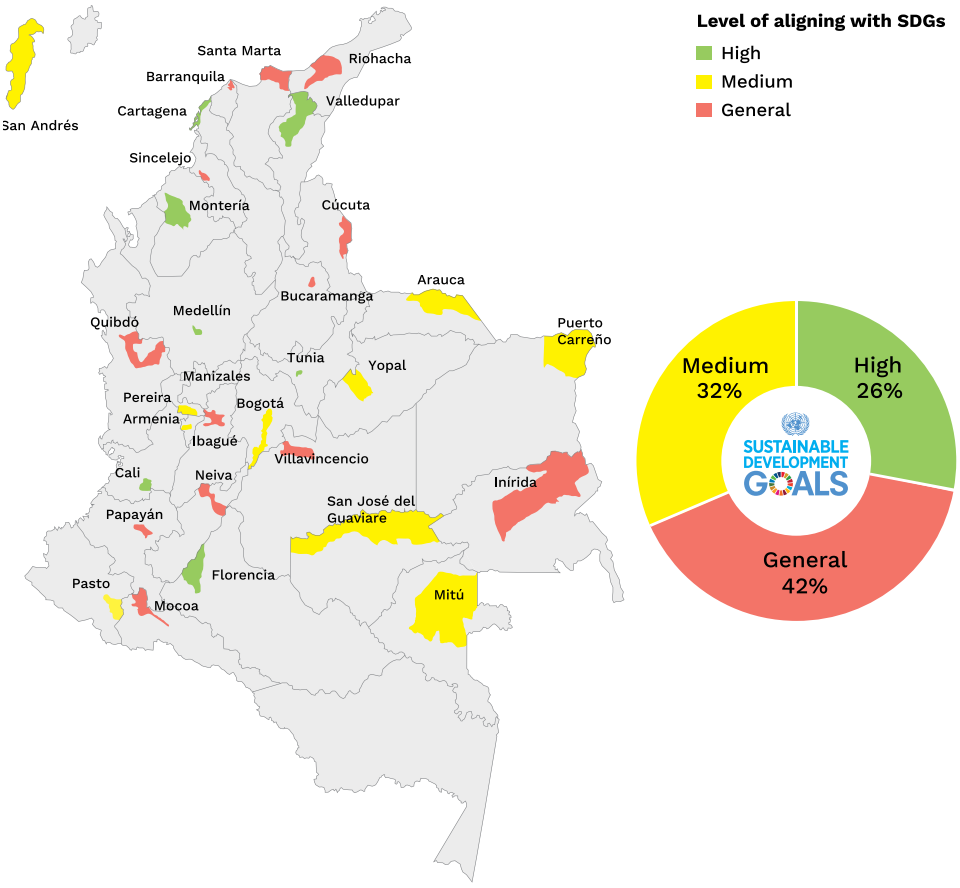
You will find information on your country of interest. It is possible to filter this information by suggested keywords such as “local government”.

### Example: Colombia

Colombia was part of the 2016 voluntary national reviews. *The Voluntary Report* (in Spanish) presented to the HLPF2016 includes some interesting points for discussion:

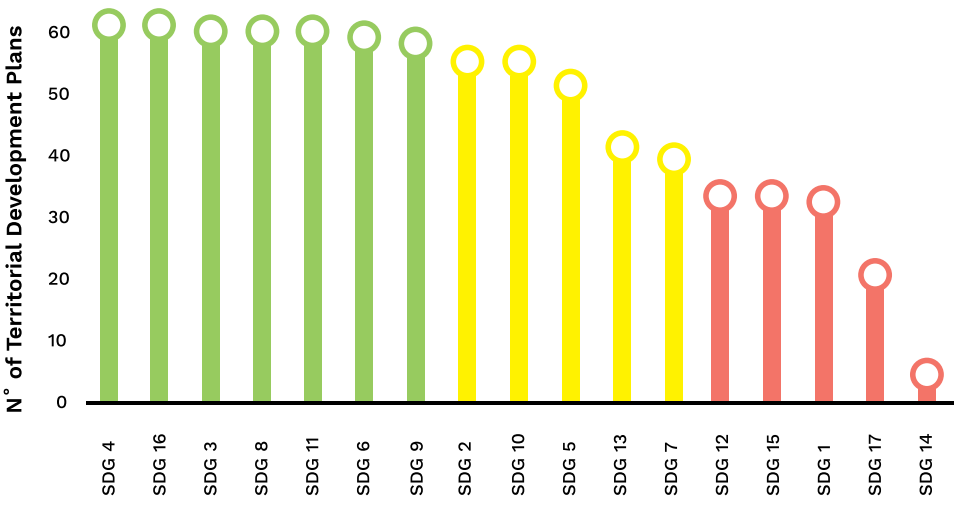
- The SDGs are conceived as a tool to build on the peace process
- The National Development Plan is aligned with the SDGs
- Governance of the Agenda at national level: establishment of a High Level Commission on SDGs with the participation of representatives of the national government, local authorities and national stakeholders (CSOs, private sector, academia
- Focus on the implementation at sub-national level. Alignment of sub-national plans with the SDGs (pages 10 to 14 of the full report). The report provides detailed information on departments and cities that have already aligned their development plans

## Inclusion of SDGs in Capital Cities Development Plans




- It also provides data on the top SDGs (SDG 4 and 16 are included in the 100% of the plans, and SDGs 3, 8 and 11 in the 98%) addressed at territorial level

## Inclusion of SDGs in Territorial Development Plans




Source: Technical Secretary SDG

- The report also shows which targets respond to sub-national competences (at department and city level). Sub-national governments are co-responsible 30% of the 169 targets. The following are the targets that have been included in more occasions in city or department development plans:

  **9.1** quality, reliable, sustainable and resilient infrastructure

  **10.2** empower and promote the social, economic and political inclusion of all

  **4.1** ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

  **16.7** responsive, inclusive, participatory and representative decision-making at all levels

**Resources:**

↳ *Colombia Voluntary National Review*

↳ *Voluntary National Reviews website*

**Lecture**

●●● **Group 1, 2, 3**

**10 min**

## Reporting: LRGs-Based Country Reports

At the international level, the follow-up and reporting processes have been conceived as a responsibility of national governments and UN agencies.

However, the involvement of LRGs in this process is indispensable. In this context, UCLG is proposing their members to:

1. Participate in the Voluntary National Reviews that their national governments are preparing for the UN;
2. Develop LRG-based Country Reports as an instrument to present and assess their contribution to the achievement of these ambitious Goals.

To maximize this potential, LRGs should already start contacting their national government to participate in the development of the Voluntary National Reviews on SDG implementation that the UN High-Level Policy Forum on Sustainable Development is collecting from member states.

On the other hand, the LRGs Country Reports highlight the role that LRGs can play in the localization of the SDGs and emphasize the link between national policies, subnational governance and the challenges of localizing the global agendas. The perspective of LRGs is an indispensable contribution to the localization and reporting processes.

**LRG Country Reports will be the backbone of UCLG's collective effort that will lead to a global report on localization in 2019.**

## Key lessons from Chapter 4

●●● **Groups 1, 2 and 3**

Introduce the idea that a robust follow-up and review mechanism for the implementation of the new 2030 will require a solid framework of indicators and statistical data to monitor progress, inform policy and ensure account-

ability of all stakeholders

Let the audience understand the importance of the monitoring and assessment of the SDGs through a system of 232 indicators, and that many of these indicators can be localized by gathering data at territorial level.

Foster the definition of LRG development plans that include indicators aligned with those of the SDGs

**○ ● ● Groups 2, 3**

Encourage LRGs to take part in the national follow-up and review of the implementation of the SDGs

## Annex: Minute by minute plan

Every workshop requires hours of preparation. We recommend to use a simple ¨Minute by minute¨ table. It will help you to plan the timings, the content and the resources you will need for each section. To keep the workshop interesting try to vary between exercises and lecture parts, use videos, websites and always try to interact with the participants whenever possible.

### Part 1: Introduction

| Time | Content | Form |
|---|---|---|
| 15 min | • Welcome<br>• Introduction (how the workshop will look like)<br>• Video (We the people)<br>• Survey results<br>• Explication of the principals of SDGs | Lecture<br>Slide 1-13 |
| 10 min | What does localizing mean and why it matters | Lecture<br>Slide 14-22 |
| 20 min | Why are SDGs important for LGR | Lecture<br>Slide 22<br>Plenary comments<br>Flipchart notes |
| Total: 45 min | | |

### Part 2: Awareness raising & advocacy

| Time | Content | Form |
|---|---|---|
| 20 min | The role of local and regional governments in increasing citizen understanding and ownership of the SDGs:<br>• The role of associations<br>• SDGs – opportunity to engage more actors | Lecture<br>Slide 23-29 |

| | | |
|---|---|---|
| **10 min**<br>Division into groups and explanation<br>**35 min**<br>Work in groups<br>**15 min**<br>Presentation on forum | Stakeholder mapping | **Exercise**<br>**Work in groups**<br>**Facilitation needed**<br>**Slide 30-33** |
| **20 min**<br>**Total: 45 min** | • Advocacy what for?<br>• Building national consensus from<br>• Bottom-up approach<br>• Building enabling environment for localization (slide with a model)<br>• How to do it in practice, examples | **Lecture**<br>**Slide 34-36**<br>**Plenary comments**<br>**Flipchart notes** |

## Part 3: SDGs go local

| Time | Content | Form |
|---|---|---|
| **10 min** | Introduction, aligning, indicators | **Lecture**<br>**Slide 39-44** |
| **40 min**<br>Group works<br>**10 min**<br>Align SDGs<br>**20 min**<br>Align targets & projects<br>**10 min**<br>Align indicators<br>**15 min**<br>Debate | • Exercise of aligning a development plan<br>• Aligning local and regional development plan<br>• How to align local indicators to SDG indicators? | **Handout 8, 9, 10**<br>**Slide 45-47** |

**Total: 95 min**

## Part 4 – Monitoring and reporting

| Time | Content | Form |
|---|---|---|
| **30 min** | Monitoring<br>• Reporting<br>• Colombia<br>• LGR based country reports | **Lecture**<br>Ask the participants what they are doing in their country?<br>**Flipchart**<br>**Slide 50-57** |
| **Total: 30 min** | | |

**Development and Coordination:**
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UN-Habitat
UNDP-ART

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**Methodology and design:**
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# Handouts

# Glossary

**CSO** – Civil Society Organization

**ECOSOC** – United Nations Economic and Social Council

**HLPF** – UN High-Level Political Forum on Sustainable Development

**LRG** – Local and Regional Government

**LRGAs** – Local and Regional Government Associations

**MDGs** – Millennium Development Goals

**SDGs** – Sustainable Development Goals

**UCLG** – United Cities and Local Governments

**UNDP** – United Nations Development Programme

**UN-Habitat** – United Nations Human Settlements Programme

**VNR** – Voluntary National Reviews

8 goals & 21 targets

Top-down approach: result of an intergovernmental agreement & high level consultations

Tackling poverty

Developing countries

The world’s poorest & most vulnerable

Specific challenges

Governmental

Statistical approach to localizing (urban rural disaggregation)

# Measurable through 60 indicators

# Focus on aid flows & development cooperation

17 goals & 169 targets

Bottom–up approach: issued from a unprecedented consultation process (2012-2015)

Sustainable development

Universal

The world’s population

Integrated and comprehensive Agenda: covers the 3 dimensions of SD: economic, social & environmental

Inclusive: engagement of stakeholders (LRGs, community based organisations, CSOs, private sector, academia, etc.)

# Comprehensive approach to localizing

# Measurable through 232 indicators

# Focus on domestic resources to fund sustainable development strategies

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
17 PARTNERSHIPS FOR THE GOALS
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

PEOPLE
End poverty and hunger in all forms and esure dignity and equality
PLANET
Protect our planet's natural resources and climate for future generations
PROSPERITY
Ensure prosperous and fullfilling lives in harmony with nature
Sustainable Development
PARTNERSHIP
Implement the agenda through a solid global part-nership
PEACE
Foster peaceful, just and inclusive societies

1
ERADICATE EXTREME POVERTY AND HUNGER
2
ACHIEVE UNIVERSAL PRIMARY EDUCATION
3
PROMOTE GENDER EQUALITY AND EMPOWER WOMEN
4
REDUCE CHILD MORTALITY
5
IMPROVE MATERNAL HEALTH
6
COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES
7
ENSURE ENVIRONMENTAL SUSTAINABILITY
8
GLOBAL PARTNERSHIP FOR DEVELOPMENT

# Sample City

**Location**

Sample City is situated on a river bank and surrounded mainly by agricultural fields. The city covers an area of 45,5 km².

**Population**

75 000 habitants

**Local government**

City Council consists of 39 elected councillors. They are elected every 5 years.

**Civil society organisations & media**

Sample City has one local radio station and 2 weekly newspapers. There are 72 cso's registered (which mainly work in the field of culture, education and health).

**Economy**

Sample City has a variety of light industry along with traditional agriculture and an increasingly important tourism sector.

**Transport**

The city is situated at the junction of three numbered routes. It has a comprehensive urban bus service operated by private companies. There are also services to other cities and long distance buses. There is a railway station with national connections available. Private vehicles remain the main mean of transport.

**Education**

The city is a home of University of Sample City, 25 primary schools and 11 secondary schools.

**Additional information**

# Sample Polis

**Location**

Sample Polis is situated on the East coast of the country. It covers the area of 942 km².

**Population**

6 450 000 habitants

**Local government**

The city is governed by the Mayor and the City Council – both elected every 4 years by popular vote – are responsible for city administration. The city is divided into 20 localities. Each of the 20 localities is governed by an administrative board elected by popular vote. The Mayor designates local mayors from candidates nominated by the respective administrative board.

**Civil society organisations & media**

Sample Polis is home to the two most important daily newspapers in the country. Also, the top three weekly news magazines of the country are based in the city as well as two of the five major television networks. There is 5 400 cso's registered in the city.

**Economy**

Sample Polis is considered the "financial capital of the region", as it is the location for the headquarters of major corporations and of banks and financial institutions. Tourism is on the raise, with large hotel chains whose target audience is the corporate traveller.

**Transport**

Cars are the main means to get into the city. There is more than 3 million vehicles registered. Heavy traffic is common on the city's main avenues and traffic jams are relatively common on its highways. The city has well developed bus and metro system and it two main airports with regional and international flights.

**Education**

Sample Polis has 4 public universities (including the country's best university) and 8 private universities. It has a very famous international business school and a well know art academy.

**Additional information**

# Sample Region

**Location**

Sample Region is a border region of the country with the area of 6, 420 km².

**Population**

1 230 000 habitants

**Local government**

Sample Region County Council has responsibility for local administration, and is headquartered at the County House. Elections to the County Council take place every five years. For general elections, the county-wide constituency elects five representatives from the region.

**Civil society organisations & media**

Sample region is the headquarters of regional television, 4 regional radio stations one regional daily newspaper and 3 weekly magazines. There is 940 cso's registered in the region.

**Economy**

Historically Sample Region has been disadvantaged economically compared to other parts of the country owing to the decline of a number of core industries, mainly fishing and farming. Agriculture has been an important industry in since the 19th century. Last crisis harmed the farming community severely. Since then some parts of the agricultural industry have begun to diversify and recover, with a strong local food sector and many artisan producers.

**Transport**

The region has well developed railway network that connects it with the rest of the country as well as local bus system between towns and villages in the region.

**Education**

There are 37 state and 23 independent secondary schools. There are 3 colleges and an agricultural college. The region also plays host to two major universities.

**Additional information**

# Your Sample

**Location**

**Population**

**Local government**

**Civil society organisations & media**

**Economy**

**Transport**

**Education**

**Additional information**

# Enabling Environment

An enabling environment for the localization of SDGs includes[1]:

- A legal and political framework that guarantees democracy and respect for human rights
- A legislative body and level of decentralization that recognizes local and regional governments as an autonomous level of government with legal powers, financial autonomy, clearly defined roles and responsibilities and the capacity to defend the voice of citizens before national authorities
- Multi-level governance mechanisms and multi-stakeholder partnerships
- Recognition of the need to make financial transfers from the central government to local and regional governments in order to correct imbalances between the tasks assigned to them and their limited resources. Local and regional governments should also have the legal power to set their own taxes, with the aim of effectively implementing their locally defined development pathways and ensuring accountability to local communities
- Capacity building of local and regional governments in relation to the SDGs, empowering them to maximize their contributions, even in the face of limited competencies
- Measures to monitor and assess the performance of local and regional governments, as well as to support them to improve over time
- A national urban strategy that takes the SDGs and the New Urban Agenda adopted at Habitat III into account, along with the financial and technical arrangements and capacities necessary to implement it

Local and regional governments should call for their central governments to implement the "international guidelines on decentralization and access to basic services for all" adopted by the Governing Council of UN Habitat in 2007/2009. The Guidelines lay out the principles for the effective decentralization of responsibilities, policy management, decision making authority and sufficient resources, including revenue collection authority.

[1] Stephenson 2013. Twenty years of multi-level governance: Where Does It Come From? What Is It? Where Is It Going? *[Go to the source]*

Source: International Guidelines on Decentralization and Access to Basic Services for all, UN-Habitat *[Go to the source]*

# Strategic goal:

| STRATEGIC FOCUS | PROJECT EXAMPLE | SDG NUMBER | TARGET | SDG INDICATOR |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

# A close, united and habitable city

| STRATEGIC FOCUS | PROJECT EXAMPLE | SDG NUMBER | TARGET | SDG INDICATOR |
|---|---|---|---|---|
| **Urban action strategies to combat climatic change** | | | | |
| **An efficient and sustainable mobility policy** | | | | |

# A close, united and habitable city

| STRATEGIC FOCUS | PROJECT EXAMPLE | SDG NUMBER | TARGET | SDG INDICATOR |
|---|---|---|---|---|
| **Urban action strategies to combat climatic change** | Tax reduction for the installation of solar panels (40% on the property tax-IBI-) | **SDG 7** | **7.2:** Renewable energy | **7.2.1** Renewable energy share in the total final energy consumption |
| | Accession to the Covenant of Mayors and the Declaration of Cities (COP21) with the commitment to reduce the emissions of the city by 35% (period 2005-2020) | **SDG 11** | **11.6:** Reduce environmental impact of cities, including by paying special attention to air quality and municipal and other waste management | **11.6.2** Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities |
| | Re-use of heat energy from the sewage system to heat the swimming pool of Moratalaz Sports Center | **SDG 6** | **6.3:** Improve water quality by reducing pollution, recycling and safe reuse | **6.3.1** Proportion of wastewater safely treated |
| | Future project to promote greater efficiency in the selective collection of domestic waste, implementing the container of exclusively organic waste | **SDG 12** | **12.5:** Reduce waste generation through prevention, reduction, recycling and reuse | **12.5.1** National recycling rate, tons of material recycled |
| | Program Madrid + Nature. Adaptation to climate change based on nature (more parks in the city, plantation of trees), creation of 22 urban gardens | **SDG 15** | **15.5:** Conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems | **15.5.1** Red List Index |
| **An efficient and sustainable mobility policy** | Renewal of the public fleet of the Municipal Transport Company: 100% electric vehicles and vehicles with natural gas or hybrid Euro IV | **SDG 7** | **7.3**: Energy efficiency | **7.3.1** Energy intensity measured in terms of primary energy and GDP |
| | Extension of the deterrent car park network aimed at reducing vehicle entry into the city and promoting public transport, thus improving the city's environmental quality | **SDG 11** | **11.6:** Reduce environmental impact of cities, including by paying special attention to air quality and municipal and other waste management | 11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities |

# Projects

1. Tax reduction for the installation of solar panels (40% on the property tax-IBI-)
2. Extension of the deterrent car park network aimed at reducing vehicle entry into the city and promoting public transport, thus improving the city's environmental quality
3. Accession to the Covenant of Mayors and the Declaration of Cities (COP21) with the commitment to reduce the emissions of the city by 35% (period 2005-2020)
4. Re-use of heat energy from the sewage system to heat the swimming pool of Moratalaz Sports Center
5. Renewal of the public fleet of the Municipal Transport Company: 100% electric vehicles and vehicles with natural gas or hybrid Euro IV
6. Future project to promote greater efficiency in the selective collection of domestic waste, implementing the container of exclusively organic waste
7. Program Madrid + Nature. Adaptation to climate change based on nature (more parks in the city, plantation of trees), creation of 22 urban gardens

# Targets

**10.2:** Social, economic and political inclusion

**11.3:** Sustainable urbanization and human settlement planning

**11.4:** Protect and safeguard the world's cultural and natural heritage

**11.7:** Safe, inclusive and accessible, green and public spaces

**6.3:** Improve water quality by reducing pollution, recycling and safe reuse

**7.3:** Energy efficiency

**12.5:** Reduce waste generation through prevention, reduction, recycling and reuse

**13.2:** Integrate climate change measures

**15.5:** Conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems

**6.4:** Water-use efficiency

Different targets, specially **10.2:** Social, economic and political inclusion

**1.1:** Eradicate extreme poverty

**11.1:** Access for all to adequate, safe and affordable housing and basic services and upgrade slums

**5.2:** Eliminate all forms of violence against all women

**6a.:** International cooperation and capacity-building support to developing countries in water, and sanitation-related activities

**8.6:** Substantially reduce the proportion of youth not in employment, education or training

**7a.:** Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy

**12.6:** Encourage companies, especially large and transnational companies, to adopt sustainable practices

**16.7:** Responsive, inclusive, participatory and representative decision-making

**7.2:** Renewable energy

**11.6:** Reduce environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

# SDG Indicators

**6.4.1** Change in water-use efficiency over time

**5.2.2** Proportion of women and girls aged 15 years and older subjected to sexual violence

**11.4.1** Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage

**6.3.1** Proportion of wastewater safely treated

**11.6.1** Proportion of urban solid waste regularly collected

**12.5.1** National recycling rate, tons of material recycled

**11.6.2** Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities

**6.3.2** Proportion of bodies of water with good ambient water quality

**11.3.2** Proportion of cities with a direct participation structure of civil society in urban planning and management

**13.2.1** Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan on climat change

**10.2.1** Proportion of people living below 50 per cent of median income

**16.7.1** Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions

**11.7.1** Average share of the built-up area of cities that is open space for public use

**11.1.1** Proportion of urban population living in slums, informal settlements or inadequate housing

**11.7.2** Proportion of persons victim of physical or sexual harassment

**6.a.1** Amount of water- and sanitation-related official development assistance

**7.3.1** Energy intensity measured in terms of primary energy and GDP

**7.2.1** Renewable energy share in the total final energy consumption

**8.6.1** Proportion of youth (aged 15-24 years) not in education, employment or training

**1.1.1** Proportion of population below the international poverty line

**7.a.1** Mobilized amount of United States dollars per year starting in 2020 accountable towards the $100 billion commitment

**15.5.1** Red List Index

**12.6.1** Number of companies publishing sustainability reports

# Mobilizing Local Resources

## 1. Mobilizing Local Resources

In a context of scarce resources, local budgets should be efficiently aligned with the priorities identified and established in the local or regional development plans. This implies allocating or reallocating available resources to satisfy priorities aligned with the SDGs.

It is also important to **improve management skills** and capacities within institutions to ensure a more effective use of available resources. This includes:

- Improving organization schemes
- Tax management
- Budgeting (including participatory budgeting)
- Public procurement
- Transparency and fight against fraud and corruption
- Providing new and enhanced skills in local and regional government staff through capacity building initiatives in fields as diverse as public debt management and access to private loans

New partnerships are also needed to mobilize resources and expertise by partnering with the private sector (through public-private partnerships), communities (through public private-people-partnerships) and universities and research centers.

Alternative finance channels should not be neglected: crowdfunding, for instance, raises funds through small contributions from diverse individuals and organizations.

Local and regional governments may also need to consider working together to pool their services. Whether through informal mechanisms (such as a joint strategy by municipalities or regions to attract new businesses) or through more complex institutional forms of collaboration (ad-hoc associations, consortia etc.), such intermunicipal cooperation can free up extra resources by harnessing the cost advantages of economies of scale.

A lack of resources and capacities is particularly critical for many intermediary and small cities and rural municipalities and regions. For this reason, regions and intermediate governments play an important role in scaling up high value services and providing technical and financial support in the framework of territorial cooperation mechanisms.

## 2. Building capacities for effective and responsive leadership

The implementation of strategic projects and the achievement of the SDGs at local level require adequate infrastructures and equipment, access to technology and innovation as well as qualified human resources.

Capacity building is crucial for the transformation of a territory's human, scientific, technological, organizational and institutional capabilities. The achievement of the SDGs requires the empowerment of individuals, leaders, organizations and societies.

Building endogenous capacities within local and regional governments is necessary for institution-building, policy analysis and development management, including the assessment of alternative options. Such actions will enhance the actors' ability to respond to long term challenges rather than concentrating only on immediate problems. In order to achieve this, specific knowledge and skills are needed to perform tasks more efficiently, as well as a change of mind-sets and attitudes.

Peer-to-peer learning and capacity building to support local leadership and team-work can be an effective way to improve service delivery, change work streams, address needs, shortfalls and promote problem-based learning. Ideally, peer learning involves local and regional authorities of similar backgrounds, which maximizes management, political and territorial impact

## 3. Promoting ownership and co-responsibility for the implementation of strategic projects

The implementation of the strategic projects included in SDG-based plans (or aligned plans) needs the full involvement and participation of local stakeholders (NGOs, private sector, community-based organizations, research organizations, academia and individual citizens). This multi-stakeholder approach will create ownership and co-responsibility among all actors and serve to mobilize and reallocate resources effectively.

Over the last decade domestic resources have been the largest source of financing for development, and CSOs, the private sector and academia have a significant capacity to mobilize, not only financing, but also technology, innovation and talent for sustainable development. While the stakeholders have different interests, expectations and agendas and play different roles, they have a common goal in the sustainable and inclusive development of their territories. Their contribution through different phases (definition, funding, implementation, monitoring and evaluation) can be defined according to their capacities and resources (technical, technological and financial resources, knowledge-based skills, and innovation).

So that local and regional plans accurately reflect local needs, it is crucial that public institutions promote the involvement of citizens, particularly the most vulnerable groups, through mechanisms that facilitate their participation. When citizens are involved in the planning stage of a plan or project, they are usually keener to participate in the implementing and monitoring stages too.

The diaspora can play a crucial role in development, with remittances serving as a powerful financial instrument to achieve SDG related projects at local level, especially in the fields of housing, health or education. In addition, diaspora may contribute with trade, technology and knowledge, also essential for the development of local projects. Harnessing remittances requires local understanding and commitment to action.

### 4. Development cooperation

Development cooperation partners can play a role in the implementation of the SDGs by supporting national reforms towards political and fiscal decentralization, and by providing resources, knowledge, experience, technology and innovation to reinforce the institutional and operational capacities of local and regional governments.

Local and regional governments can build direct partnerships with international and national agencies as well as other partners, such as philanthropic organizations, NGOs and the private sector, to access additional funds.

The international community is fostering changes in the way development cooperation is delivered. In order to align their vision and plan for resource allocation with the priorities of the SDGs, development cooperation partners are encouraged to move beyond country eligibility criteria and to work hand in hand with local and regional governments where needs are greatest, thus enhancing policy coherence for sustainable development.

A special effort is needed to align local and regional plans with development cooperation effectiveness principles. This implies going beyond an "aid" approach and building new partnerships for development. Official development cooperation counts now on decentralized cooperation, NGOs, and philanthropic institutions through a wide range of intervention schemes, including north-south, south-south and triangular cooperation.

### 5 .Decentralised cooperation

Decentralized cooperation partnerships are an optimal way to build platforms for local and regional governments to exchange knowledge and experiences, provide technical assistance, link societies together and generate exchanges among citizens, CSOs, the private sector and universities.

The universal nature of the Agenda is what allows decentralized cooperation to come into play and, what is more, to become an essential tool for the achievement of the SDGs. Indeed, local and regional governments usually face problems that other governments from around the world have already addressed before: the provision of good quality water (SDG 8), the extension of the bus line to enable slum children to attend school (SDGs 10, 11), capacity-building activities for local civil servants in the field of good governance (SDG 16)... It is clear that local and regional governments benefit from partnerships and platforms that foster the exchange of knowledge and experiences and the provision of technical assistance. The universality of the Agenda and the sharing of similar problems give a sense of horizontality,

mutual interest and bidirectionality to decentralized cooperation partners, thus breaking with the vertical, aid-centered approach.

**Example: Decentralized cooperation to achieve SDG 8 on decent work and economic growth**

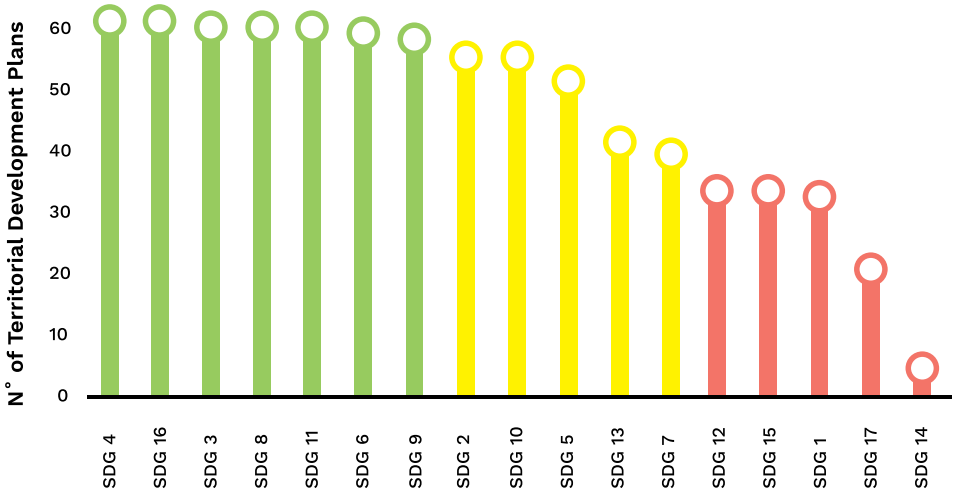
In 2012, in the framework of the localization of the decent work agenda, the ILO, UCLG and the city of Maputo organized a learning exchange in the Mozambican capital about the informal economy, particularly the conditions of informal vendors. The main guests were the cities of Durban, Belo Horizonte and Porto Alegre, who had the opportunity to share their extensive experience in the field. Other Mozambican cities, international organizations, NGOs and the private sector were also invited. The learning exchange resulted in the adoption of a roadmap on South-South and Triangular Cooperation for local governments and was followed by a series of technical visits and training sessions in 2013. Durban transferred its experience to informal vendors and municipal officers, while Belo Horizonte shared its expertise on the support of local economy and urbanization. The exchange demonstrated the strategic importance of food markets for local economic development, poverty reduction and cultural diversity, as well as the need for a local government South-South cooperation program. Since then, further peer-learning projects have been held in Barcelona, Lleida, Chefchaouen, Pasto and Borgou.

# Colombia

Colombia was part of the 2016 voluntary national reviews. The voluntary report (in Spanish) presented to the HLPF2016 includes some interesting points for discussion:

- The SDGs conceived as a tool to build on the peace process
- Alignment of the National Development Plan with the SDGs
- Governance of the Agenda at national level: establishment of a High Level Commission on SDGs with the participation of representatives of the national government, local authorities and national stakeholders (CSOs, private sector, academia)
- Focus on the implementation at sub-national level. Alignment of sub-national plans with the SDGs (pages 10 to 14 of the full report), with detailed information on departments and cities that have already aligned their development plans and data on the top SDGs (SDG 4 and 16 are included in the 100% of the plans, and SDGs 3, 8 and 11 in the 98%).

**Inclusion of SDGs in Territorial Development Plans**




The report also shows which targets respond to sub-national competences (at department and city level). Sub-national governments are co-responsible in 30% of the 169 targets. The following are the targets most frequently included in city or department development plans:

§ 9.1 quality, reliable, sustainable and resilient infrastructure

§ 10.2 empower and promote the social, economic and political inclusion of all

§ 4.1 ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

§ 16.7 responsive, inclusive, participatory and representative decision-making at all levels

Source: Voluntary national reviews *[https://sustainabledevelopment.un.org/vnrs/]*