SDG Localization Module 2: Planning for change with the SDGs

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May 2024

The Trainer's Guide

UCLG
United Cities
and Local Governments

UN-HABITAT

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OF LOCAL AND REGIONAL
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Chapter 0: Explaining the Module

Learning outcomes

- Understanding the reason and context behind the development of Module 2, which is part of a series of learning modules on SDG Localization.

- Understanding the objectives of an updated Module 2.

- Understanding the logic, structure and methodology of this Module, so that trainers and trainees get the most out of their training sessions.

Chapter 0: Explaining the Module

Presentation of the Module

The SDG Localization Training Modules and its partners

The Sustainable Development Goals (SDGs) were adopted in 2015 by the 193 Member States of the United Nations (UN). Since the establishment of the 2030 Agenda, local and regional governments (LRGs) have been at the forefront of this process by advancing policies that localize the SDGs and accelerate their implementation. Remarkable progress has already been made by LRGs in establishing effective SDG localization processes through awareness raising, data innovation, SDG mainstreaming, and the creation of new strategic partnerships across sectors, levels, and regions. However, there is still substantial work to be accomplished in placing the SDGs within the intricacies of public policy cycles, including planning processes.

As localization is essential for achieving the goals of the 2030 Agenda, United Cities and Local Governments (UCLG), the United Nations Human Settlements Program (UN-Habitat) and the United Nations Development Program (UNDP) have made great efforts to foster engagement and strengthen the capacities of LRGs for the achievement of the SDGs. Together with the Global Taskforce of Local and Regional Governments —a coordination and consultation mechanism that brings together the major international networks of local governments to undertake joint advocacy work relating to global policy processes—, UCLG, UN-Habitat and UNDP published a ↪*Roadmap for Localizing the SDGs* right after the endorsement of the 2030 Agenda.

In the following years, the same partners, with the support of new partners including the European Commission, carried out the elaboration of a set of Learning Modules on SDG Localization, with a "training of trainers" approach. The modules were applied and tested all over the world, and they represent today one of the main sources of capacity building on SDG Localization for LRGs.

Module 1 provides an introduction to the SDGs and the importance of LRGs' engagement for their implementation. Module 2 focuses on the integration

of SDGs into local planning processes, providing guidance both in terms of strategic planning and spatial planning. Module 3, co-developed with the Diputació de Barcelona, provides guidance on reporting and monitoring of the SDGs localization process. Finally, Module 4 presents how LRGs, their associations and partner institutions can link decentralized cooperation to the SDGs. The latter was developed with the support of the pan-European coalition PLATFORMA and co-funded through the Swedish International Development Cooperation Agency (SIDA). The four training modules are periodically reviewed and updated with new case studies and innovative practices from LRGs around the world.

An updated Module 2

As the world continues to urbanize, urban and territorial planning becomes essential in achieving the SDGs. Following the successful development and implementation of the first edition of the learning Module 2 on SDG Localization, the present edition Module has been updated in 2024 to reflect the evolution of concepts and worldwide practices on SDG localization, as well as the role of urban and territorial planning in achieving the SDGs.

Objective and methodology

The main objective of this Module is to facilitate training on how the SDGs and the principles of the 2030 Agenda can be mainstreamed into local planning processes, and how to connect planning with concrete transformative initiatives as well as continued monitoring. It builds on the realities of LRGs, associations, and organizations from different regions of the world, considering their experiences, challenges and best practices.

Notably, this Module is not a guide on urban and territorial planning nor an exhaustive tool supporting all dimensions of the localization process. Module 2 is designed to provide initial but complete knowledge and training on how the key principles of the 2030 Agenda can help improve local planning processes, and vice-versa, how the spatial translation of the SDGs at the local level can accelerate their successful implementation by 2030.

Trainees will be equipped with cutting-edge content, tools and resources. The specific focus on urban and territorial planning will bring trainees to explore the most recent practices and methodologies on SDG-linked local planning processes.

The Module also provides a base for conducting learning events such as workshops, with the intention that, after attending them, and as a result of applying the "training of trainers" approach, trainees become trainers and should be able to run their own workshops.

Each chapter of this Module is designed as an independent learning unit so that trainers can tailor the content and delivery to the respective contexts and depending on the trainees' previous knowledge. There are no two identical

audiences and learning experiences: trainers are encouraged to use all the tools and resources proposed in the Module to design their own sessions and adjust them as much as possible to the local or regional context, as well as to the needs and expectations of the trainees.

Target audience

This Learning Module mainly targets technical and political representatives of LRGs, of local and regional government associations (LRGAs) and development partners. Additionally, national government representatives can join and benefit from the training. Whenever possible, interested non-governmental stakeholders could also be included in the training sessions (e.g. urban planners, representatives of the private sector, academia, international organizations and civil society organizations (CSOs)).

The content and activities have been developed not only for trainees from one region or country, but also for a multi-region or country context audience.

There are no prerequisites to take part in the training in terms of previous knowledge, skills or experience. Trainees with any level of knowledge on sustainable development, SDGs, urban and territorial planning can attend.

Structure

The Module is divided into four chapters:

Chapter 1: Introduction to localizing the SDGs – Brief introduction to the SDGs and the localization process. The length and depth of the presentation of this Chapter can be adapted following the level of knowledge of the trainees, which will be assessed through an initial survey. This Chapter is composed of a lecture and two exercises.

Chapter 2: Introduction to local strategic planning – Short introduction to key concepts of planning with a focus on local planning processes at strategic and territorial levels. A total of two lectures and one exercise compose Chapter 2.

Chapter 3: Integrating SDG principles into local planning – This Chapter explores how the SDGs can inspire and improve local planning processes. It highlights various SDG principles and explores their relation with key stages of the planning process. Chapter 3 comprises two lectures and two exercises.

Chapter 4: Unfolding the spatial dimension of the SDGs in practice – The final Chapter delves into the spatial approach of the 2030 Agenda and offers practical tools on how to unfold and integrate it into local planning processes. It explores good practices, including the "15-minute city" concept that is increasingly being adopted by cities around the world. This Chapter is composed of three lectures and two exercises.

Technical information

The optimum group size for a training session based on this methodology is between 25 and 30 trainees for face-to-face training and between 15 and 20 trainees for virtual training. For bigger groups, it is strongly recommended to have two or more trainers, especially for the exercises that require facilitation.

For onsite trainings, the physical space where the session is carried out should be equipped with a projector (to display the PowerPoint presentation), Wi-Fi (to play videos), and a flipchart (for some exercises). It should have movable chairs and tables so that room setups can be easily rearranged for exercises and trainees can move around the space according to the needs of each task. When possible and/or necessary, it is highly encouraged to provide interpretation equipment to deliver the training in local or regional languages.

For online trainings, we recommend using the Zoom and Mural platforms. A stable Wi-Fi connection is a key requirement. Additionally, ensuring that trainers and trainees have good access to cameras, microphones, and headsets can greatly enhance the training and learning experience for everyone.

Iconography

Throughout the Module, a series of icons –usually displayed on the left margin of the page–, will help trainers to find key information more easily. Learning materials are divided into two general categories –lectures and exercises–, and they are marked with the following icons:

Lecture

Exercise

Lectures include two types of additional elements: examples of good practices and boxes with additional information that complements the lecture.

As for the exercises, if an online training is being planned, please write to *learning@uclg.org* to obtain the online versions of the games.

Apart from the icons, and also in the left-hand margin, trainers will find tips and information about:

Time   The estimated time required for the lecture/exercise

Slides   The corresponding PowerPoint slides for the lecture

Handouts   The handouts needed for the exercise

Finally, regarding resources, you will find links to specific publications mentioned in the text as footnotes, and links to additional resources (e.g. websites, videos, other publications, etc.) at the end of each chapter.

Complementary materials

This guide is accompanied by complementary materials:

- An initial survey to assess trainees' knowledge of the SDGs and the localization process prior to the training. It is recommended that trainers send this survey to trainees a few days before the training starts to assess if a deeper introduction to the SDGs is required or, on the contrary, they can jump straight to the contents of this Module. This survey should not be considered an individual evaluation, and, for this reason, it should be anonymous. To obtain the initial survey, please write to *learning@uclg.org*.

- A presentation with visual support for the training based on the Module's key information and infographics. The presentation is available in PowerPoint format, which facilitates its adaptation to each learning session. To obtain the PowerPoint presentation, please write to *learning@uclg.org*.

- Handouts to carry out the exercises. Most of the exercises that are part of this Module need additional materials, such as instructions for game facilitators, sheets to be filled by the teams, additional information brochures, etc. The Handouts can be found as an Annex to this trainer's guide. When preparing the training session, trainers should consider printing the handouts in advance. For those that are not provided as an annex to this guide because they are made of cardboard (e.g. game boards, cards, roulettes), please write to *learning@uclg.org* to obtain them.

Glossary

CSO – Civil Society Organization

HLPF – UN High-Level Political Forum on Sustainable Development

LRG – Local and Regional Governments

LRGA – Local and Regional Governments Association

MDG – Millennium Development Goal

NDP – National Development Plan

NGO – Non-Governmental Organization

NUP – National Urban Policy

SDG – Sustainable Development Goal

UCLG – United Cities and Local Governments

UCLG GOLD – UCLG Global Observatory on Local Democracy and Decentralization

UMF – (Global) Urban Monitoring Framework

UN – United Nations

UNDP – United Nations Development Programme

UN-Habitat – United Nations Human Settlements Programme

VLR – Voluntary Local Review

VSR - Voluntary Subnational Review

VNR – Voluntary National Review

Background materials and readings

Trainers running a training session based on Module 2 need a solid knowledge of the 2030 Agenda and its localization process. We recommend appointing trainers with at least 5 years of hands-on experience working at local or regional level and dealing with global agendas. It is likewise advisable to appoint trainers who have already worked on Module 1.

Before starting to use this Module, we recommend trainers to read the following documents and visit the following websites:

Recommended readings

↳ *Training Module 1: Localizing the SDGs / Introduction*

↳ *Training Module 3: Reporting to national and local reviews*

↳ *Training Module 4: Localizing the SDGs through Decentralized Cooperation*

↳ *Towards the Localization of the SDGs – Reports to the HLPF*

↳ *International Guidelines on Urban and Territorial Planning*

↳ *New Urban Agenda*

↳ *Our City Plans: An Incremental and Participatory Toolbox for Urban Planning*

↳ *Her City – A Guide for Cities to Sustainable and Inclusive Urban Planning and Design together with Girls*

↳ *Action-oriented VLR Methodology*

↳ *Guidelines for Voluntary Local Reviews Volume 1*

↳ *Guidelines for Voluntary Local Reviews Volume 2*

↳ *Voluntary Local Review Guidelines for Africa*

↳ *Asia-Pacific Regional Guidelines on Voluntary Local Reviews*

↳ *Voluntary Local Reviews, VLRs toolbox: From data analysis to citizen engagement when monitoring the SDGs*

↳ *State of the Voluntary Local Reviews 2023*

↳ *Guidelines for Voluntary Subnational Reviews*

↳ *Proposal for voluntary common reporting guidelines for the VNR*

↳ *Multilevel Governance for SDG Localization*

Recommended websites

↳ _UN Sustainable Development - The 17 Goals_

↳ _UCLG Learning_

↳ _SDG Localization Platform_

↳ _Multilevel Governance Platform_

↳ _Local2030 Coalition Website_

↳ _Global Urban Monitoring Framework - Website_

↳ _Global Urban Monitoring Framework - Explainer_

↳ _Our City Plans_

↳ _Her City_

↳ _SDG Cities_

↳ _UCLG Global Observatory on Local Democracy and Decentralization_

Complementary documents:

↳ _Local and Regional Voices on the Global Stage: our Post-2015 Journey_

↳ _Getting started with the SDGs in Cities: a Guide for Local Stakeholders_

↳ _Localizing the Post-2015 Development Agenda: Dialogues on Implementation_

↳ _Africa Voluntary Local Review Guidelines_

↳ _Asia Pacific Regional Voluntary Local Review Guidelines_

↳ _Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels_

↳ _International Guidelines on Decentralization and Access to Basic Services for all_

↳ _UCLG GOLD reports_

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Chapter 1: Introduction to SDG Localization

Learning outcomes

- Acquire a deeper understanding of the SDGs.

- Acquire the concept of SDG localization and its current stage.

- Identify the relationship between LRGs' competences and the SDGs.

- Distinguish the responsibilities, mandates and role of LRGs in local planning processes.

Chapter 1: Introduction to SDG Localization

Introduction to the Chapter

LRGs lead territories and local communities' development paths; they deliver essential public services and act as catalysts for transformative change. Even though their competences, mandates, level of autonomy, and status vary significantly from country to country, they are at the forefront of public administration, dealing directly with communities' quality of life, priorities and needs.

The degree of decentralization within a country has an impact on the role, mandate, and autonomy of LRGs. Decentralization is understood as the transfer of authority and responsibility (hence of financing) for public functions from the central government to subordinate or quasi-independent government organizations (and/or the private sector). Different types of decentralization can be distinguished with different characteristics and policy implications, hence a given territorial governance system and corresponding national-regional-local linkages must be analyzed in their context.

The current global crises have further underlined the importance of local governance and decentralization systems as LRGs have often led action to address emergencies and support long-term recovery and development. Through the provision of adequate, accessible, and affordable basic services to the population, such as housing, water, sanitation, health, education, transportation, and a myriad of other actions, LRGs have long been essential actors in responding to crises and advancing sustainable development.

Since the endorsement of the 2030 Agenda for Sustainable Development in 2015, national governments have established different mechanisms, frameworks, plans and strategies to advance the implementation of the SDGs, based on the specificities of the national context. When it comes to development planning, many national governments have applied an SDG lens to all of its dimensions, including strategy and design; budgeting and procurement; data, monitoring and evaluation; and coordination and stakeholder engagement.

In the context of countries' efforts to achieve the SDGs, enhancing multilevel governance systems that take into account different levels of governance and actors emerges as crucial for planning and policy coherence. Aligning initiatives with existing national plans and frameworks is an essential ingredient to ensure effectiveness and success of local planning.

To start the course it is fundamental that the trainers have a clear understanding of:

- The country's governance arrangements, including the existing decentralization and planning system.

- The responsibilities, mandates and status of LRGs as well as their role in development planning.

- The national and local institutional arrangements for SDG implementation, including existing relevant plans.

GOOD PRACTICES

Uganda's Third National Development Plan

For 2021-2025, Uganda's Third National Development Plan (NDP III) fully integrates the SDGs and the country's Vision 2040. It was launched in 2020 with the overarching goal of enhancing household incomes and the quality of life of Ugandans. The NDP III identifies interventions under three categories as SDG Accelerators: Environment, Governance, and Industry. It also sets out the imperative of applying a Human Rights-based approach (HRBA), which is recognized as a key foundation in the 2030 Agenda. All sectors, ministries, departments, agencies and LRGs are expected to adopt a HRBA in their policies, legislation and plans.

For more information, please visit this ↳link.

Belgium Long-Term Federal Strategic Vision for Sustainable Development for 2050

Belgium's Long-term Federal Strategic Vision for Sustainable Development for 2050 –adopted in 2013–, and its regional strategies (Flanders, Wallonia, Brussels-Capital, German-speaking Community), are all aligned with the SDGs. In addition, a first National Sustainable Development Strategy (NSDS) was approved in 2017. This NSDS focuses on the implementation of the 2030 Agenda in Belgium and aims to create the basis for a coherent approach to sustainable development policies, encompassing policy objectives for 2050, intermediate 10-year targets, and indicators to monitor the attainment of these objectives. A total of 56 objectives should lead Belgium to the desired sustainable development by 2050, grouped under four main themes: social cohesion; economic, social and environmental challenges; environment; and societal responsibility.

For more information, please visit this ↳link.

ODS Argentina

Argentina started to implement the 2030 Agenda in 2016. After the election of the new government in June 2020, a new process of national SDG alignment began. This included the creation of a new national matrix for the implementation and monitoring of the 2030 Agenda, encompassing indicators, public policies aimed at achieving the 17 SDGs, and budgetary investment linked to each target. This new matrix covered a greater number of targets for each SDG and critical topic areas, reflecting the SDGs' centrality in the society and in the expansion of rights.

For more information, please visit this ↳link.

Exercise 1.1

15 min

Introduction to the training

It is recommended to start the training with a round of presentations to help you get to know the trainees, understand the profile of the group and break the ice between you and the trainees.

- For groups of up to 15 people: Ask everyone to briefly comment on the following questions: *1. Can you present yourself? 2. Are you familiar with the 2030 Agenda? 3. Why are the SDGs important to your city/region/ organization?*

- For groups larger than 15 people: Hand a sticky note to every trainee and ask them to write down one word that they associate with the SDGs. Ask everyone to step forward one by one and place the sticky note with their answer on the board. Put up your own answer and read out loud all the responses.

Note for trainers: If, after this exercise and the initial survey sent a few days before the beginning of the training to assess the trainees' previous level of knowledge on the 2030 Agenda and SDG localization, you still believe that a more thorough introduction on the SDGs is necessary, we recommend that you resort to ↳Module 1: Introduction to Localizing the SDGs, where you will find additional resources to help you.

Lecture 1.1

10 min

Slides 4-6

Introduction to SDG localization

The SDGs at a glance

The SDGs are an ambitious set of 17 goals and 169 targets that were defined and developed through an unprecedented dialogue among UN Member States, LRGs, CSOs, the private sector, and other stakeholders.

This ↳ *video* is a good summary of the 2030 Agenda and can serve as an introduction to the training.

What does "localizing the SDGs" mean?

Localizing the SDGs, usually referred to as "SDG localization" refers to the **process of adapting, mainstreaming, implementing, and monitoring the SDGs at the local level**. Localizing the SDGs implies coherence with the national SDGs and development frameworks, as well as the priorities of local communities. Localization entails collaboration among existing stakeholders and coordination across sectors and spheres of governance. It is a two-way process where the local meets the national and the global, and vice-versa.

Figure 1. The 17 Sustainable Development Goals[1]

Central to SDG localization is the empowerment of LRGs, granting them a pivotal role as they oversee territories and spearhead the integration of SDGs into existing plans. This approach not only involves reviewing current implementation strategies but also informs the development of future initiatives, thereby reinforcing their commitment to sustainable development.

In this line, it is essential to establish national enabling environments that unlock the development potential of LRGs and other stakeholders, and that facilitate the localization of resources and ensure territorial approaches for sustainable development.

To do so, mechanisms, tools, innovations, platforms and processes need to be developed and put in place to effectively translate the development agenda into results at the local level.

To sum up, localizing the SDGs relates both to:

- How LRGs and other local stakeholders can critically contribute to the overall achievement of the SDGs and its targets

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[1] For more information on each specific goal, please visit this _link_.

- How the SDGs can provide a framework for reviewing and aligning national and local development plans for policy-making and the development of transformative initiatives at the local level.

Why does SDG localization matter?

While the SDGs are global, their achievement depends on the ability to make them a reality in cities and regions. Most SDGs and their respective targets are directly related to the responsibilities of LRGs, and to their role in delivering political leadership, strategic planning, and sectoral programs. Beyond SDG 11, which focuses on sustainable cities and communities, an estimated 65% of the 169 targets behind the 17 SDGs will not be reached without the engagement of LRGs.[2] Thus, LRGs substantially contribute to national and global SDG planning, implementation and reporting.

LRGs are the level of government closest to local communities, able to understand their needs and priorities, and translate them into policymaking. LRGs lead territories and local communities' development, deliver essential public services, and act as catalysts for transformative change. Moreover, they have the capabilities to invest in capacity building, institutional efficiency, infrastructure, and in partnerships with the civil society and can guarantee the continued, inclusive, and qualitative delivery of services to their users. Through participatory processes, LRGs also play a critical role in rebuilding people's trust in governments —one of the pillars identified by the UN Secretary General in Our Common Agenda for creating a new social contract.

The achievement of the SDGs depends more than ever on the ability of LRGs to promote integrated, inclusive and sustainable urban and territorial development. Likewise, the SDGs have proven to be a powerful tool that can help LRGs deliver better public services to citizens –as they provide a framework to define a plan for action, establish priorities, as well as monitor in order to show progress over time.

Global goals and local competences

Exercise 1.2

30 min

Handout 1A to 1H

The objective of this exercise is to make trainees understand how, even though the SDGs are global in nature, LRGs possess competences that contribute to the achievement of the Agenda 2030.

Concretely, trainees will work with SDG targets 1.5, 3.6, 4.3, 7.1, 8.3, 11.1, 15.3 and 16.7. The choice of the SDG targets used in this exercise is based on the different competences that the different tiers of government have: some targets concern national governments' in a more direct manner, others should be addressed by LRGs, and some others require joint work of all levels of government. This choice aims to stimulate a debate.

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[2] Source: OECD, Programme on a Territorial Approach to the SDGs, 2020.

The proposed targets could be replaced with others that are closer to the realities of the trainees. It is important to encourage trainees to think about real cases as this will help them come up with solutions. In the following link you will find ↪ *all SDG targets*.

Preparation for the game

Print Handout 1A to 1H.

Facilitator's role

1. Divide trainees into 8 groups and distribute Handouts 1A to 1H, allocating one SDG target per group.

2. Have each group discuss internally the allocated target and ask them to fill in the table with the agreed answers. It might happen that trainees have very different experiences from their local realities and it will be hard to come up with answers that reflect everyone's realities. In such cases, foster a group debate on the differences. You can ask a group to focus on one example to fill the table or simply provide more empty tables if they want to reflect different local realities.

3. Back in plenary, one spokesperson from each group presents the results of their group discussions. After each presentation, stimulate a short reflection on the interconnection of the SDG targets and the difficulty to work in silos in the framework of the 2030 Agenda by asking the following questions:

   • The vast majority of the 169 targets are directly linked to LRGs' competences. Looking at the given examples, do you think that we are talking about exclusive competences or shared competences? What public policies have been adopted and what actions have been taken in your territory in this sense?

   • Do you think that meeting the SDGs requires strong cooperation between the different LRGs' departments? How can we foster this collaboration? Is there any mechanism in your city/organization that promotes joint work amongst different departments?

   • Based on your target, list the different levels of government that have shared competences on the issue and explain which mechanisms have been set up in your country to guarantee coordination and complementarity between these different levels of government.

   • What challenges might an LRG encounter when doing this exercise (i.e. lack of financial resources to engage local stakeholders, blurry distribution of competences...)? What opportunities and ideas for change can we extract from the implementation and achievement of each target?

   • How can you engage local stakeholders in the process? Which local stakeholders would you involve?

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Chapter 2: Introduction to local planning processes

TABLE OF CONTENTS

Learning outcomes

- Recall the key concepts of urban and territorial planning and their multidimensional nature.

- Apply innovative ways to integrate the SDGs into strategic plans.

- Understand the key stages and cross-cutting elements of strategic planning.

Chapter 2: Introduction to local planning processes

Lecture 2.1

15 min

Slides 9-11

Key concepts of urban and territorial planning

What is planning?

Not having a plan is in some ways similar to attempting to build a house without a blueprint: it is very difficult to know what the house will look like, how much it will cost, how long it will take to build, what resources will be required, and whether the finished product will satisfy the owner's needs. As stated by Benjamin Franklin's renewed quote: "If you fail to plan, you are planning to fail!"

Planning can be defined as "**the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals**".[3]

Local planning processes at the urban and territorial levels: Urban and territorial planning

When it comes to LRGs, urban and territorial planning is responsive to precise territorial needs. The next section aims to provide a definition of urban and territorial planning, as well as an overview of different subcategories of planning that serve different purposes but all together may support the development of a holistic planning approach for LRGs in their cities and territories.

Taking into account the principle of subsidiarity and the specific governance arrangements of each country, the scale for planning interventions differs at different levels: supranational and transboundary, national, city-region, regional, metropolitan, city, municipal, and neighborhood. In some cases, local governments may only plan in their administrative boundary, in others they include the territories of several neighboring local governments to join forces and tackle specific problems or provide services more efficiently.

Urban and territorial planning is defined as "**a decision-making process aimed**

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[3] *Handbook on Planning, Monitoring and Evaluating for Development Results* (UNDP 2013)

at realizing economic, social, cultural, and environmental goals through the development of spatial visions, strategies, and plans, and the application of a set of policy principles, tools, institutional and participatory mechanisms, and regulatory procedures".[4] It is a powerful instrument to generate endogenous economic growth, prosperity, and employment, while addressing the needs of the most vulnerable, marginalized or underserved groups to reduce inequalities. As such, it has an inherent and fundamental economic function.

Urban and territorial planning as a multidimensional process: Strategic and spatial planning

Urban and territorial planning can be defined as a multidimensional process, as it encompasses different dimensions used by planners at the local level, often in a combined manner. By integrating these different dimensions, LRGs can achieve more holistic and sustainable outcomes for its citizens and the environment.

This Module focuses on two of its most important dimensions: strategic and spatial planning. The overview below provides a brief description of them.

Strategic planning

Planning is a cornerstone in the policy-making process of LRGs. This implies that it can be politically driven and carried out in alignment with the government's ideas and priorities. **The political dimension of planning processes is defined as strategic planning**. A strategic plan often has limited validity, typically concluding at the end of the term of office. Alternatively, it can be carried out as a plan that does not coincide with the political cycle but, on the contrary, overlaps with two consecutive terms of office, thus emphasizing the involvement of the oppositional political forces and that of the citizens and other local stakeholders.

Opposed to spatial planning, strategic planning is not primarily concerned with the physical transformation of an area but rather **focuses on setting goals, priorities, and policies to guide future urban development in a city or region**. It involves analyzing current conditions, identifying opportunities and challenges, and formulating strategies to address them effectively. Strategic plans often incorporate economic, social, and environmental considerations to foster balanced and resilient communities. If a spatial plan needs to be developed for an area within the city or region guided by a strategic plan, the former should adhere to the strategic goals set by the latter.

Spatial planning

Spatial planning is focused on organizing and managing the spatial arrangement of land uses and activities within a city or region. It considers factors such as the spatial distribution of population, infrastructure networks,

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[4] *International Guidelines for Urban and Territorial Planning* (UN-Habitat 2015)

and natural resources to optimize efficiency and functionality for the residents of that city or region. Spatial planning analyzes factors such as land use patterns, population density gradients, and accessibility to services to inform decisions about urban form and development. This approach aims to create well-structured and cohesive spatial environments that support sustainable social, economic and environmental growth and enhance local livelihoods.

Spatial planning encompasses master planning, which involves the comprehensive and long-term planning of a region, a city or even just a neighborhood or street. It includes the detailed planning of land use, infrastructure, transportation, and public spaces within that area. Typically it covers a large area and thus sets a framework for future development. Master plans often include zoning regulations, environmental considerations, and community input to ensure sustainable and equitable growth.

Spatial planning also includes land use planning, which involves allocating land for different purposes such as residential, commercial, industrial, and recreational activities. It aims to optimize the use of available land while balancing competing demands and preserving natural resources. Land use planners consider factors like population growth, economic trends, and cultural preferences to create vibrant and functional urban landscapes. A land use plan designates which areas may be used for housing developments, which ones for public spaces and more.

Finally, spatial planning covers urban design. Opposed to the above plans, urban design focuses in more detail on the physical and aesthetic qualities of urban spaces, including the layout of streets, buildings, parks, and public amenities. It emphasizes principles of aesthetics, functionality, and sustainability to create attractive and livable environments for the citizens. It is a highly collaborative field and relies on collaboration with planners, (landscape) architects and engineers.

While the rest of this Chapter focuses on strategic planning, Chapter 4 delves into spatial planning and the spatial approach of the SDGs.

> **BOX 2.1. National Urban Policies**
>
> A key instrument in shaping urban and territorial planning, and often guiding strategic and spatial planning, are National Urban Policies (NUPs).
>
> A NUP is defined as "a coherent set of decisions through a deliberate government-led process of coordinating and rallying various actors towards a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long term" (UN-Habitat/Cities Alliance, 2014).

The uniqueness of NUPs lie in their capacity to bring together national sectoral urban policies, clarifying roles and responsibilities horizontally across ministries and vertically between all levels of government. Acting as a coordinating framework, NUPs should encompass not only a list of corrective measures but also encourage proactive actions that foster economic, social, and environmentally sensitive development. Despite these common characteristics, the ways that NUPs are developed and applied vary strongly between countries and regions. D'Albergo (2010) has therefore developed a matrix that can help us classify and understand the different types of NUPs using four main criteria. Firstly, he differentiates between explicit NUPs, which have specific urban policies and spatially target cities, and implicit NUPs which touch on urban issues but do not have a spatial focus on urban areas. Then, he differentiates between direct and indirect NUPs. Direct NUPs are clearly aimed at addressing urban issues whereas indirect ones are aimed at helping others tackle such issues.

	EXPLICIT With an urban spatial focus	IMPLICIT Without an urban spatial focus
DIRECT Aimed at directly tackling urban challenges	Area-based programmes	Mainstream policies
INDIRECT Aimed at providing others with the conditions for tackling urban challenges	Policies for the re-spatialization or urban (local) government	Policies for institutional innovation

Source: Adapted from D'Albergo (2020), p.140

Example of National Urban Policy

Mexico's National Urban Development Programme (NUDP) 2019-2024 and National Land Management Strategy (ENOT) 2020-2040

Mexico's NUDP is a strategic document developed by the national government that sets the national objectives, strategies, and priorities for inclusive urban development. It serves as a reference to urban plans and programmes adopted by subnational governments. Since the document clearly and directly addresses urban challenges it can be classified as an explicit National Urban Policy in line with D'Albergo's classification matrix of NUPs. In combination, the NUDP and the ENOT may be considered a direct NUP. Not only do they

directly address urban issues and how those should be addressed but specifically the NUDP is a planning instrument determined in the General Law of Human Settlements and Territorial Planning, thus fulfilling d'Albergo's criterion of informing legislation. The ENOT also embodies characteristics of an indirect NUP as it provides guidelines that LRGs may use to better address urban challenges.

For more information, please visit this ↪*link*.

Lecture 2.2

20 min

Slides 12-14

Key stages of strategic urban and territorial planning

As seen in the previous lecture, one of the most important dimensions of urban and territorial planning is its political dimension, referred to as **strategic planning. However, strategic planning should not be understood in a vacuum, but as an integral part of public policy cycles.** These policy cycles are composed of three interdependent phases: strategic planning, implementation and monitoring, and evaluation and reporting. Public policies are continuously being tested, reviewed, and improved, underscoring the significance of their cyclicality.

The strategic planning phase becomes an important entry point for the SDGs to be incorporated into the public policy cycle.

In turn, the strategic planning process can be subdivided into a sequence of key stages, which are:
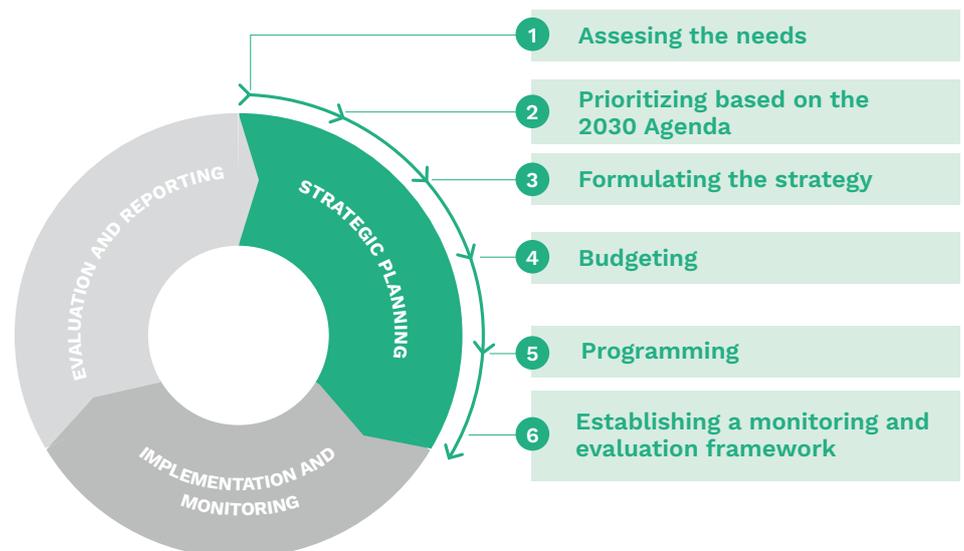
Figure 3. Stages of strategic planning for SDG alignment

1

Assesing the needs

2

Prioritizing based on the 2030 Agenda

3

Formulating the strategy

4

Budgeting

5

Programming

6

Establishing a monitoring and evaluation framework
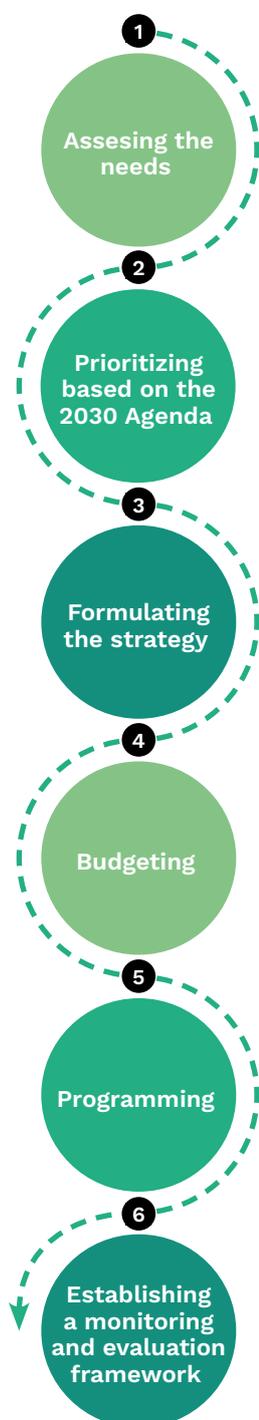
1. Assessing the needs

Before defining the local priorities, **a diagnosis of the current situation should be established to identify the needs of the territory, in terms of challenges and opportunities, and with a particular focus on the SDGs**. The idea is to understand and assess the context and the territory in which the urban and territorial plan will be developed, together with the current planning frameworks (including national and regional frameworks, especially for LRGs whose public policies are determined by those adopted by superior tiers of governments), in order to define the most suitable strategy. The internal and external financial, technical and human resources available are reviewed, along with the constraints of the local government in terms of time, budget, expertise, territorial ownership and stakeholder engagement.[5]

2. Prioritizing based on the 2030 Agenda

While the 2030 Agenda calls for an integrated approach, implementing it requires some level of prioritization as not all goals and targets can be achieved at once. In this sense, **LRGs should establish their own local priorities in terms of SDGs, which should be aligned as much as possible with existing local priorities**.

Thanks to the baseline established in the needs assessment stage, LRGs should be able to ascertain the degree of achievement of the SDGs and the work that is still left to do in this sense. The more thorough this analysis, the easier it will be to determine the priorities and remaining gaps of the territory in terms of specific SDGs.

It is recommended to **establish a participatory approach**, with diverse stakeholders from different backgrounds for these first two stages of the planning process. The most valuable experts that often go overlooked are local actors who hold intricate knowledge of the local context, highly valuable to a well-informed planning process.

3. Formulating the strategy

Building upon the outcomes of the needs assessment and aligning with the priorities and capacities identified by the LRG, the formulation of the strategy is now imperative. **Strategy should be based on a common vision of integrating the SDGs into the local planning process, while establishing overarching objectives and specific goals spanning both short and long terms**. This stage should be the **result of extensive consultations** involving the technical team, local government officials, key stakeholders, and the community to ensure inclusivity and effectiveness.

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[5] For more detailed guidance on how to conduct a local needs and resources assessment see the *Toolkit of the University of Kansas: Developing a Plan for Assessing Local Needs and Resources*.

4. Budgeting

Building upon the financial assessment conducted in the needs assessment stage of the planning process and informed by the priorities identified in the subsequent prioritization stage, the allocation of resources to the strategic plan formulated in the third phase becomes paramount. This **process of assigning financial resources to various initiatives within the strategic plan** is commonly referred to as budgeting.

Financial limitations are an unavoidable feature in the complex environment of local planning processes. Expenditures are often devoted to the delivery of public services the government is obliged to provide (e.g. waste management, water supply, sanitation services, etc.), and there is not much flexibility in allocating resources to new SDG-aligned actions included in the strategic plan. Against this background, there might be a need to **mobilize additional resources or employ innovative financial mechanisms**. Solutions may take the form of public-private partnerships (PPPs) or through decentralized cooperation.[6]

Assigning resources should also include establishing mechanisms to **improve governance and management capacities**, and to **prevent fraud and corruption**, which is sometimes a big hindrance to the correct execution of the budget.

5. Programming

Once the budgeting stage has been completed, and taking into consideration the needs assessment and the local priorities identified, LRGs must operationalize the strategy, that is, to adopt a practice-oriented design where **specific lines of action and activities are defined in order to achieve the general objective and specific goals of the strategic plan**.

The lines of intervention, disaggregated into concrete activities, must detail **both the timeframe and the departments and other stakeholders** responsible for their implementation, calling for **good coordination and communication** among them.

In the programming stage, **awareness-raising and advocacy actions** should also be included. Communicating what LRGs do to achieve the SDGs is important, not only vis-a-vis their national governments and the UN, but also for their own citizens.

6. Establishing a monitoring and evaluation framework

The last key stage of the planning process before transitioning to the implementation phase of the public policy cycle consists in establishing a monitoring and evaluation framework. This framework will help **assess the processes, results, and impacts of the strategic plan, both during its**

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[6] If you want to know more about the mobilization of resources through decentralized cooperation, check the *Learning Module 4 on Decentralized Cooperation to Achieve the SDGs*.

execution and once finalized, and in particular the achievement of the SDGs at the local level.

To this end, **specific indicators must be defined** to monitor the specific lines of action and activities established for each goal of the strategic plan. These indicators must be SMART: **specific, measurable, achievable, relevant, and timely**; and should take into account the diversity of territories and respective priorities. Each indicator should be determined with its unit of measurement, the methodology to assess it, the baseline, the monitoring period, the expected trend (upward or downward), the specific scale or location where it will be assessed, and the institution in charge of data collection linked to the indicator. It is recommended that the **selection of indicators is aligned with SDG indicators** (Chapter 4 of the Module delves into this point). Finally, the monitoring and evaluation framework should take into account the municipality's constraints and capacity to both meet and measure the indicators.

Chapter 4 of this Module will revisit the public policy cycle, focusing on the monitoring, evaluation and reporting phases.

GOOD PRACTICES

Cities like Chefchaouen, New York and Madrid have been planning their territory using the 2030 Agenda on Sustainable Development as a guiding tool.

Vision Chefchaouen 2030

For several years, the Municipal Council of Chefchaouen (Morocco) has been officially prioritizing the city's sustainable development in a range of areas, as an example of an intermediary city implementing the 2030 Agenda. In 2018, as a result of a participatory process, it launched the Vision Chefchaouen 2030 to implement the SDGs and the different global agendas, building upon the economic, social, environmental, cultural, and human capital of the city.

The development of the vision was based on the Communal Action Plan of Chefchaouen. Community leaders and municipal staff evaluated the investment and prioritized municipal projects, by classifying the actions according to a framework of dialogue on sustainability, and evaluating the impact of the SDGs, particularly in its urban areas and neighborhoods. The document provided a concrete example of what the localization of the SDGs can look like at the municipal level.

The 2030 Vision of Chefchaouen is translated into action plans in the different areas of the 17 SDGs, focusing especially on basic infrastructure, local economic development, climate, health, and education. Those issues are understood as the essential areas of sustainable development that need attention to face the challenges expected for the following years.

Besides leading the UCLG agenda on Intermediary cities, the Municipal Council of Chefchaouen is engaged with ↪ <u>SDG Cities</u>, an UN-HABITAT initiative that enables international cooperation so that cities can improve quality of life and accelerate SDG achievement. The initiative provides a methodical approach to assist cities in becoming sustainable and resilient.

For more information, please visit this ↪ <u>link</u>.

OneNYC 2050 - Building a Strong and Fair City

OneNYC 2050 is New York City's (NYC) long-term strategic plan. It is a participatory strategy to secure NYC future against the challenges of today and tomorrow. With bold actions to confront the climate crisis, achieve equity, and strengthen democracy, the plan seeks to build a strong and fair city.

It was released in April 2019, based on the principles of growth, equity, sustainability, and resilience. It looks ahead 30 years into the middle of the 21st century with ambitious goals for what NYC should be like in 2050. The plan introduces a roadmap for an integrated urban sustainable development strategy, aligned with the 2030 Agenda.

The strategy outlines eight goals and 30 related initiatives that align with the SDGs and are accompanied by an action plan and ten indicators to track progress on implementation. It notes that implementing the initiatives will require coordination across all NYC agencies and offices, as well as private and nonprofit partners, global peers, and New Yorkers.

Among other elements, the strategy seeks to:

a) Reach carbon neutrality by 2050, by pursuing steep cuts in greenhouse gas emissions (GHG) from buildings, and by sourcing 100% clean electricity, while creating green jobs and holding polluters responsible for climate-related costs;

> **Relevant SDG:** SDG 13 - Climate Action
>
> **Indicator 13.2.1:** Number of countries with integrated policy/strategy/plan for sustainable energy.
>
> **Target 13.1:** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

b) Lead by example on climate change by ending NYC purchases of unnecessary single-use plastic foodware, by committing to a carbon neutral fleet by 2040, by pursuing expanding mandatory organics collection citywide, and by undertaking comprehensive projects to mitigate climate risk;

> **Relevant SDG:** SDG 12 - Responsible Consumption and Production
>
> **Indicator 12.4.1:** Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information.
>
> **Target 12.5:** By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

c) Introduce congestion pricing, to reduce traffic in Manhattan and generate funds for essential subway repairs and enhancements, while improving bus service;

Relevant SDG: SDG 11 - Sustainable Cities and Communities

Indicator 11.2.1: Proportion of population that has convenient access to public transport, by sex, age, and persons with disabilities.

Target 11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities, and older persons.

d) Protect tenants from displacement by guaranteeing legal counsel to all New Yorkers facing eviction by 2022, and by more aggressively monitoring and penalizing unscrupulous property owners.

Relevant SDG: SDG 11 - Sustainable Cities and Communities

Indicator 11.1.1: Proportion of urban population living in slums, informal settlements, or inadequate housing.

Target 11.1: By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums.

For more information, please visit this ⮡link.

Aligning the implementation of Madrid's strategic plan with the SDGs

Madrid's strategy consists of two different stages. The first one focuses on the analysis of the global contribution of the city's Master Plan *(Plan de Acción de Gobierno)* to the achievement of the SDGs. The Master Plan is composed of 4 axes, namely: transparency, accountability, participation and inclusion, and technology and innovation. Furthermore, it lays out 25 Strategic Goals that were exhaustively analyzed and linked to the different SDGs and targets that they contribute to. Through this process, the city identified, on a preliminary basis, the SDGs and targets that were a priority for Madrid. In line with the values of open government, the plan was designed in collaboration with non-governmental actors.

Madrid has shown dedication to incorporating the SDGs into its city planning in line with efforts for sustainable progress. Since 2015 the city has actively aligned its development strategy with the 2030 Agenda and the SDGs, emphasizing the importance of cities under SDG11 (Sustainable Cities and Communities). Madrid's commitment to development is further supported by initiatives like the New Urban Agenda as well as European and Spanish urban strategies that engage various stakeholders in a comprehensive approach.

The city's SDG Localization Strategy launched in 2016 and officially embraced in 2019 plays a role in the city's overall planning efforts. This strategy ensures consistency with planning and budgeting processes aligning with the Government Operational Programme (GOP) for 2019-2023 while considering national schemes. Madrid stands out globally for harmonizing its plans with the SDGs implementing the 2030 Agenda at

a level and tracking progress through Voluntary Local Reviews (VLRs). Notably, Madrid's VLR for 2023 is distinguished by its view and innovative inclusion of case studies on renewal and climate sustainability.

Regarding development initiatives, Madrid's endeavors encompass participation in the Global Urban Monitoring Framework (UMF), a universal tool for monitoring sustainability goals. The city actively worked with UN Habitat supporting the development of UMF and incorporating it into its VLR.

The inclusion of SDGs in Madrid's planning is highlighted through its Localisation Strategy, which was approved in March 2021. This strategy aligns with the GOP 2019 2023. It outlines six policies and 24 action points with the monitoring of 104 local targets using a set of 160 indicators. Madrid's dedication to engaging levels and stakeholders is evident, underscoring the importance of partnerships and collaboration in tackling challenges together.

Madrid's emphasis on the New Urban Agenda (NUA) and global climate action is noteworthy. The Local Action Plan for the NUA sanctioned in September 2022 tackles issues like enhancing planning and promoting social cohesion through green infrastructure. Regarding climate action, Madrid's Environmental Sustainability Strategy (Madrid 360) and the Roadmap to Climate Neutrality by 2050 demonstrate the city's commitment to reducing emissions and achieving sustainability objectives. There are references to the 2030 Agenda and SDGs included in their updated versions.

Madrid's urban planning strategy demonstrates an approach that incorporates the SDGs across decision-making, planning frameworks and monitoring processes. Madrid's dedication to development is clear through its steps, cooperative projects and continual alignment of local strategies with global objectives.

For more information, please visit this ↳link.

Aligning the SDGs to a planning process

⊗ **Exercise 2.1**

◑ **30 min**

🖱 **Handout 2**

So far, we have referred to the stages of strategic planning as one of the phases of public policy cycles. However, these same stages can be applied to the planning process of a specific program or project. The goal of this exercise is to ground the theoretical knowledge gained in Chapter 2 by testing the level of alignment of the planning process of a real program or project to the 2030 Agenda, and propose improvements where necessary.

To play this game, it is recommended that trainees work in groups from the same institution to be able to assess the planning process of one program or project they are all familiar with. If trainees have different backgrounds and belong to different institutions or territories, they should agree on a specific program or project that at least one trainee is familiar with. He/she will have to describe the planning process of said program or project to the rest of the team members.

Preparation for the game

Print out X copies of Handout 2 (X being the number of teams created depending on the total number of trainees).

Facilitator's role

1. Divide trainees into groups of 4-5 people and distribute Handout 2 to each group.

1. Explain the goal of the exercise.

1. Each team must choose the program or project they will be working on. If someone is not familiar with the agreed-upon program or project, the trainee who is familiar with it should explain it to the rest of the group.

1. In teams, trainees should discuss and fill out Handout 2: for each key stage of the strategic planning process of the specific program or project they should assess (a) whether this stage was considered or not; (b) whether it was aligned with the 2030 Agenda or not; and (c) how can this stage be more aligned with the SDGs.

1. Wrap up the exercise by asking each group to quickly present the program or project they have worked on, and to share their results for one of the key stages.

Note for trainers: Please bear in mind that an exercise of aligning a planning process based on Madrid's experience has already been proposed in Module 1. If the trainees are not familiar with the processes of alignment that ascertain how existing strategic plans are approaching the 2030 Agenda (Strategic Goals → Projects → SDGs → Targets), we strongly recommend using the exercise from Module 1 before proceeding with this exercise.

BOX 2.2. Our City Plans

Our City Plans is a global toolbox developed by UN-Habitat to guide and support local governments and urban actors to better understand, customize, and develop inclusive and integrated urban and territorial planning processes, using a participatory and incremental methodology that adapts to their needs and local context. For all of the six stages mentioned in the lecture above, Our City Plans guides users through an adaptable step-by-step methodology with actionable instructions and simple, approachable language. Its participatory approach promotes democratic governance and civic engagement in sustainable urban development and policy making, to ensure transparency, accountability, and strengthen local democracy and institutions.

The methodology is organized in 4 phases: Assessment, Plan, Operationalisation and Implementation, and it includes 15 thematic blocks and 58 activities. The incremental and flexible toolbox lives in a

digital platform and allows city leaders, planners, and other planning stakeholders to filter activities by thematic and build their planning roadmap according to the context, needs and resources. It also includes activity guides, tools and templates; project management features to map activity progress and status; international case studies and best practices; a repository of additional resources; and the opportunity to connect with cities and teams.

For more information, please visit this ↳ *link*. You can also watch the ↳ *video tutorial*.

3

Chapter 3: The integration of SDG principles to strengthen local planning processes

Learning outcomes

- Assess the linkages that exist between the SDGs and local planning process.
- Explain how the underlying principles of the SDGs can inspire better planning processes.
- Define what the SDG principles are: Leave no one behind; (2) Integrated nature; (3) Partnership-based approach; (4) Multilevel governance; and (5) Transparency and accountability.

Chapter 3: The integration of SDG principles to strengthen local planning processes

Lecture 3.1

5 min

Slide 17
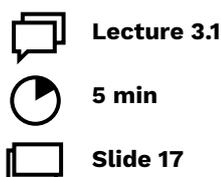
Local planning processes as catalysts for the achievement of the 2030 Agenda

The SDGs are closely linked to urban and territorial planning. We identified two main points of interconnection:

- Firstly, **most SDG targets address areas that fall into the legal responsibilities and competencies of LRGs**. In many countries, LRGs are responsible for the provision of basic services and public infrastructure, including water, sanitation, waste management, transport, security, health, and social services, to meet the needs and aspirations of their respective communities. Beyond service provision and management, LRGs also play a critical role in the policy environment and governance that guides urban development and land use. Therefore, policies and strategies developed by LRGs, and the plans to implement them, are a catalyst for the achievement of the SDGs and the 2030 Agenda at the local level.

- Secondly, **the SDGs provide a comprehensive framework for carrying out more integrated and sustainable local planning processes**. Using the SDGs to inform and guide urban and territorial planning strengthens their relevance, impact, and integration with policies implemented at the national or global level.

Exercise 3.1

30 min

Handout 3

Planning as a catalyst for the achievement of the 2030 Agenda, and vice versa

The goal of the exercise is to show the bi-directional connection between planning and the SDGs, and how they mutually reinforce each other.

This exercise is recommended for longer learning sessions as it is designed to open a broad debate. We do not recommend this exercise for workshops shorter than 6 hours.

Preparation for the game

For this exercise you will need a flipchart.

Facilitator's role

1. Divide trainees into an even number of groups of 3-5 people.

2. Divide the flipchart into two columns: one titled "Planning → SDGs" and the other one titled "SDGs → Planning".

3. Provide an example answer for each column (refer to Handout 3 for examples of possible answers) and ask half of the groups to reflect on "Why is planning important for the SDGs?" (column "Planning → SDGs") and the other half the opposite question "Why are the SDGs important for planning?" (column "SDGs → Planning"). Have each group discuss internally and provide at least two more arguments for their column.

4. Back in plenary, wrap up the exercise by asking each group to present their answers and adding them to the corresponding column in the flipchart.

Lecture 3.2

20 min

Slides 19-20

The SDG principles for planning

The 2030 Agenda allows us to reflect on the policies and mechanisms that are in place in a territory, how they can be better aligned to sustainable development objectives and, finally, how they can better reach the people and their needs. Additionally, it is a chance to collaborate and coordinate with national and regional plans and policies that may end up being valuable resources in informing both the technical and financial aspects of supporting the 2030 Agenda.

In this sense, **the set of fundamental principles that underpin the 2030 Agenda present a framework that can orient the entire planning process**. It is however relevant to note that these principles do not represent an exclusive or absolute set of SDG principles but have been chosen due to their ability to support the contents of this lecture; namely linking the SDGs to planning processes.

When linked to these fundamental principles, planning has the potential to change the perception and the way things are done. For instance, significant differences can be seen when local planning processes are linked to the planning processes of other government levels, as it stimulates departments to start thinking and working together in an integrated manner. In other words, **the SDGs principles have the potential to turn planning into a transformative and catalyst tool to improve the development of a city or territory**.

But how exactly are the underlying principles of the SDGs linked to local planning processes? In the next section, the following SDG principles are analyzed: (1) Leave no one behind; (2) Integrated nature; (3) Partnership-based approach; (4) Multilevel governance; and (5) Transparency and accountability.

SDG Principle 1: Leave no one behind

Leaving no one behind is the central, transformative promise of the 2030 Agenda. This core principle addresses specifically those who are marginalized or do not have the capacity or willingness to participate in local life. In the same line, this principle also includes leaving no territory behind. SDG planning and implementation will thus have to ensure that development gains are equitably distributed across all territories and demographic groups. Localization recognizes that different territories have different needs and priorities that can be better achieved through bottom-up, localized approaches for development planning and context-based implementation strategies. The localization of SDGs helps to address specific gaps in development and has the potential to reduce territorial inequalities between places.

Consequently, **"leaving no one behind" in the context of local planning includes the integration of the principle into strategic plans at the urban and territorial level. This involves enhancing the disaggregation of data, placing a heightened emphasis on monitoring and evaluation frameworks that specifically address "left behind" groups due to factors such as race, gender, age, socioeconomic status, occupation, ethnicity, and identity, and new initiatives to promote social protection and inclusive development.** Given that the segregation of certain groups persists as social, economic and spatial challenges, it becomes imperative to embrace the principle of "leave no one and no space behind".

The principle of "leaving no one behind" is intricately connected with the third principle presented in this Module: "partnership-based approach". When partnering with local stakeholders, LRGs should consider particular attention to those groups that need it the most, marginalized groups in processes that go beyond mere informing or consultation towards active collaboration and co-creation. This entails not only including them in new strategic plans aligned with the SDGs, but actively inviting them to participate, be part of the process, and work hand in hand with the authorities.

GOOD PRACTICE

Navi Disha: Community Toilet Model in Pimpri Chinchwad

The access to sanitation facilities for families living in informal settlements in the City of Pimpri Chinshwad (India), a fast growing city of 2.5 million inhabitants, is low. To address this problem, in 2014 the Pimpri Chinshwad Municipal Corporationlaunched Navi Disha, an initiative aimed at transforming sanitation and empowering women by building 160 community toilets in 71 slums, and making women's groups from the targeted communities responsible for operating and maintaining the facilities.

The initiative was conceived through participatory processes with the communities, who identified operational and maintenance problems and suggested assigning this responsibility to women's groups, since women in these areas have few opportunities for paid work.

To acquire the necessary skills for the tasks of operating and maintaining the facilities, a training-of-trainers capacity-building approach was used: first, the sanitation inspector from the municipality, along 17 social workers, were trained; then, they in turn trained members from the women's groups; and so on. To cover the cost of sanitation equipment and cleaning materials, the municipality makes a monthly payment to each women's group. Moreover, the user-pays principle has been adopted to generate revenue streams for the women's groups. Besides reimbursing costs and providing training, the municipality also provides management support to the women's groups with end-to-end operating manuals, streamlined procedures, and effective monitoring systems

The initiative is a good example of using the SDGs to address problems from different angles, with a particular focus on poverty reduction (SDG 1), on the promotion of good health and well-being (SDG 3) by providing clean water and sanitation (SDG 6), on women empowerment (SDG 5), as well as on effective public-community partnerships (SDG 17).

For more information, please visit this ↳link.

SDG Principle 2: Integrated and interrelated nature

The 2030 Agenda balances the three dimensions of inclusive and sustainable development: economic, social and environmental. It provides a plan of action for people, the planet, and prosperity. The SDG principle of "integrated and interrelated nature" addresses these intrinsically connected and competing dimensions and interests that must be taken into account when designing, implementing and monitoring local plans.

Connections and cross-cutting elements across the SDGs and their targets make the 2030 Agenda integrated and indivisible. Thus, initiatives or programs that were initially aimed at addressing one SDG, like hunger, can also address issues pertaining to other SDGs, like gender, employment, poverty, and climate change. In this way, intersectoral cooperation and open exchange of information within an administration becomes crucial. While the implementation of the SDGs may be coordinated by one single department (e.g. President's or Mayor's Office, Sustainable Development Department, etc.), this department is not the only one concerned by the 2030 Agenda.

In the paper "Towards integration at last? The sustainable development goals as a network of targets" (2015) David Le Blanc from UNDESA gives an example of this cross-sectoral nature in the area of health. This area is covered by SDG 3: Ensure healthy lives and promote well-being for all at all ages, which includes nine targets (excluding those on means of implementation).

In addition, seven targets under goals 2, 6, 11 and 12 also explicitly refer to health in their wording. These targets can be referred to as "extended" targets for SDG 3, as opposed to "core" targets listed under SDG 3. Arguably, institutions concerned with the health sector and operating within the framework of the SDGs will have to consider both core and extended targets when designing, implementing and monitoring policies.

GOOD PRACTICE

The One City Plan: the City of Bristol's collective vision for 2050

Up until 2050, the One City Plan lays out an ambitious vision for the future of Bristol (United Kingdom), decade by decade. Through a visionary thematic approach, it describes the Bristol they want to live in and how to get there.

The One City Plan lists all of the goals for each year under the following six themes: housing and communities, environment, economy and skills, children and young people, transportation, and health and wellbeing. Until 2050, there are three goals per year for each of the themes, with each year's goals building on the previous one. The goals are determined by the members of the relevant Theme Board after being vetted by groups such as the Mayoral Commissions and based on the business plans of various organizations in Bristol.

Every goal in the One City Plan has been associated with an appropriate SDG. Each SDG, despite their interconnectedness, is categorized under a One City Plan theme, which is indicated by the theme and vision at the beginning of each new SDG section. Furthermore, SDG targets have been mapped onto One City Plan objectives through 2030, where applicable. Only the One City Plan's underserved goals were mapped for objectives after 2030 at this point.

For more information, please visit this ↳link.

SDG Principle 3: Partnership-based approach

The implementation of the SDGs relies on the involvement of all stakeholders, including CSOs, the private sector, academia, etc., ensuring that different perspectives are taken into account when carrying out local planning processes.

Multi-stakeholder participation is not only about raising awareness of the SDGs amongst citizens and stakeholders from diverse sectors; it is about empowering these actors to engage and participate in the achievement of the SDGs as part of their daily lives.

At the local level, LRGs should recognize the 2030 Agenda as a framework for action, and set up mechanisms that enable stakeholders' participation in a

partnership-based approach. In fact, comprehensive and active participation across the whole community may determine whether the localization of the SDGs is successful or not. By enabling local democracy, proximity and direct participation in local decision-making, LRGs can become the critical levers that ensure a full understanding and a larger co-ownership of the SDGs and their implementation. Participatory and partnership-based processes encourage LRGs to reach out to different actors and find good mechanisms to have them on board of the plan, allowing those actors to play a specific role in building meaningful local planning processes.

Different levels of participation can be determined:

- Circulating information: LRGs make information available to local actors and citizens about key public interest issues.

- Discussing and connecting: LRGs, local actors, citizens, and other stakeholders get regular opportunities to build relationships, discuss issues, and celebrate community.

- Gathering initial input: LRGs, local actors, citizens, and other stakeholders reach out to gauge immediate public opinion on a particular issue or question.

- Deliberating and recommending: The sessions follow good group process guidelines. The participants talk about why the issue matters to them, consider a range of policy options, and make recommendations about what they think should be done.

- Deciding and acting: LRGs and other decision-makers are making policy decisions, developing a plan, or creating a budget based (at least in part) on what they have heard from citizens and other stakeholders. Local officials, city staff, other organizations and citizens themselves are taking action in a variety of ways to address key issues and opportunities.

Formal and informal multi-stakeholder mechanisms should consequently ensure the participation of CSOs, private companies, and academia in an inclusive manner. These mechanisms should be accessible to all sectors of society, balanced so that no group dominates any other, and transparent. When everyone has the chance to contribute to the debate with their opinions, information, and experience, the process gains legitimacy, but decision-making must be transparent and widely communicated to ensure that the process is accountable and confidence maintained.

Where possible, existing participation mechanisms should be used for the definition of SDG priorities, rather than 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. As mentioned before, this reliance on existing institutional partnerships should never hinder the activation and inclusion of new relevant stakeholders. LRGs should play a leading role in multi-

stakeholder participation mechanisms, while respecting the independence of non-governmental actors. This role could include: ensuring a minimum infrastructure, setting agendas, proposing specific topics, distributing relevant materials, or even awarding grants for particular activities. The formats, instances, and logistics (timing, duration, accessibility, dissemination) of stakeholder engagement sessions should also consider and facilitate the ability and access of different groups to participate (e.g. people with disabilities, older people, caretakers, etc.).

This principle is in line with SDG 17, which reminds us that the SDGs can only be realized with a strong commitment to global partnership and cooperation. Indeed, achieving the ambitious targets of the 2030 Agenda requires a revitalized and enhanced global partnership that brings together governments, CSOs, the private sector, the UN system, and other actors and mobilizes all available resources. Enhancing support to developing countries, in particular the least developed countries and the small island developing states, is fundamental to equitable progress for all.

GOOD PRACTICE

The case of Córdoba

The Provincial Government of Córdoba (Argentina), aligns its policy actions with the SDGs and their targets since 2016 and integrates the SDG framework into the strategic planning of its public policies.

Specifically, it recognizes the significance of the idea of leaving no one behind and gives social justice top priority in order to alleviate disparities and enhance the quality of life for families. In order to assist local governments in implementing the SDGs locally, it also enters into voluntary cooperation agreements with them. With the co-creation of local SDG plans based on an "open-government" management model that facilitates collaboration with academic institutions, CSOs, and other territorial actors, the Province of Córdoba is currently supporting a number of municipalities in their territorialization process.

For more information, please visit this ⌐link.

The Provincial Government of Córdoba also has a mechanism for cooperation with the private sector: the Agency for the Economic Development of the City of Córdoba (ADEC). This non-profit institution seeks to articulate private and public sector actions and promotes reflection on policies for the development of the City of Córdoba and its metropolitan area. At the same time, it strengthens entrepreneurial initiative, its capacity for innovation and management, and proposes strategies and state policies.

For more information, please visit this ⌐link (in Spanish only).

SDG Principle 4: Multilevel governance[7]

Multilevel governance is a decisive element for achieving the commitments set by the 2030 Agenda. Robust multilevel governance mechanisms are required to ensure that all government spheres work in a strategic and collaborative manner. Only by doing so, coherence among policies and effectiveness of delivery is possible. National, regional, and local governments need to be supported to enhance their cooperation to design enabling frameworks to advance sustainable development and implement the SDGs by 2030.

For local planning processes, multilevel governance platforms should ensure coherence between the sectoral priorities of national government departments and those of local governments. The success of multilevel governance is determined by three conditions: the principle of subsidiarity, respect for local autonomy, mutual loyalty, trust, and structured dialogue between actors.

An integrated multilevel governance approach and dialogue between interdependent institutions can be achieved through mechanisms based on consultation, coordination, cooperation, and evaluation. An example for this would be the establishment of a formal committee, working groups, or task forces that bring together national, regional, and local governments, engaging in structured dialogues, partnerships, and informal networks. Local leaders play a key role in negotiating successful multilevel governance on behalf of their communities.

Additionally, inter-municipal cooperation, including cross-border cooperation where appropriate, should be used by LRGs to jointly assess their needs, define their SDG priorities and develop programs and plans at the territorial level. LRGs should 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.

GOOD PRACTICE

The Inter-Ministerial Conference for Sustainable Development of Belgium and the Association of Flemish Cities and Municipalities

In Europe, Belgium is one of the countries that have comprehensively included LRGs in the national structures for the achievement of the 2030 Agenda. The Inter-Ministerial Conference for Sustainable Development is the main coordination mechanism between the federal government and federated authorities. It is made up of the representatives of the federal,

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[7] UN-Habitat's Multilevel Governance for SDG Localization *website*.

regional, and community levels in the field of sustainable development and development cooperation. In 2017, this Conference adopted the National Sustainable Development Strategy together with the stakeholders, and includes the Sustainable Development Strategy of Flanders, Wallonia, Brussels Capital Region, and the German-speaking community.

The intensive engagement in the Association of Flemish Cities and Municipalities (VVSG) enabled soon sharing of local action and multilevel response. Since 2018, the VVSG has supported campaigning, cooperation, pilot projects, and reporting.

The richness of tools and practices that are constantly updated makes the Flemish municipalities a lighthouse of SDG inspiration and contribution.

For more information, please visit this ⤷link.

SDG Principle 5: Transparency and accountability

Accountability serves as a foundational principle encompassing key elements essential for the realization of the 2030 Agenda and any planning endeavor alike: monitoring, evaluating, reporting periodically and communicating results. With regard to these elements, a range of targets has been agreed upon by the international community. Progress towards these targets is to be measured through indicators that focus on sustainability or inequality, and can be traced over time.

At the local level, some LRGAs have set up monitoring systems, and international initiatives have started to share monitoring frameworks tailoring urban realities, such as the Global Urban Monitoring Framework.[8] However, monitoring and evaluating progress within the SDGs poses several challenges for LRGs given the many possible differences between cities, including geographical, socio-economic, and governmental disparities. Consequently, indicators should take into account the diversity of territories. Additionally, LRGs should define these indicators according to their priorities and data collection capacities, including their human resources and technological facilities. Thus, in line with the SDG principle of "leaving no one behind", this process of indicator identification should consider social groups at risk of exclusion (that is, groups that often are not captured by dominant indicators). The establishment of data collection systems at local and regional level is fundamental in order to disaggregate information. However, when resources are not sufficient, cooperation agreements should be signed by different levels of government (especially with the national government, that often have more capacities when it comes to data collection and assessment) to ensure the exchange of information. Universities, research centers, NGOs, and the private sector can help in the task of collecting, monitoring and analyzing data.

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[8] Refer to Chapter 4 for more information on the Global Urban Monitoring Framework.

During the planning phase, the LRG will need to agree with the local stakeholders upon a set of indicators that allow for monitoring of progress and evaluation of results, in line with the 2030 Agenda indicators but considering local priorities, real possibilities to obtain the data and economic, social, and environmental impacts expected. Local stakeholders might be able to contribute thereto with data, skills, or knowledge.

As will be seen in Chapter 4 of this Module, national governments have the duty to conduct regular and inclusive reviews of progress that include achievements and challenges at urban and territorial level. In this context, LRGs should use the opportunity to:

- be transparent and accountable internally;
- be transparent and accountable to citizens and local stakeholders;
- communicate the progress of their plans, actions, and commitments to citizens, the central government, and the international community through VLRs, VSRs and other reporting mechanisms;
- advocate for their' achievements and pending matters to be reflected in the national reports;
- advocate for an enabling environment for the localization of the SDGs.

A few words on transparency:

Transparency and accountability improve development outcomes through citizen participation, through open and transparent budgeting, through developing responsible and sustainable public procurement practices, or through the oversight of budget execution by the LRG itself or by an independent institution, just to give some examples. As a key cross-sectoral element, transparency should be applied throughout the entire planning process for the achievement of the 2030 Agenda.

The SDG framework, particularly SDG 16, emphasizes the need for more accountable and inclusive institutions, with SDG target 16.6 ("Develop effective, accountable and transparent institutions at all levels") and SDG target 16.7 ("Ensure responsive, inclusive, participatory and representative decision-making at all levels"). Additionally, SDG target 16.5 aims to reduce corruption ("Sustainably reduce corruption in all its forms"), which includes bribery, fraud, embezzlement, misappropriation of finances, nepotism, and favoritism.

GOOD PRACTICE

The Sustainable Development Index for Brazilian Cities

Brazilian municipalities are monitoring SDG Progress using the Sustainable Development Index for Brazilian Cities (IDSC-BR), developed by the Sustainable Development Solutions Network (SDSN) in partnership with the Sustainable Cities Institute. The index constitutes a tool for evaluating the implementation of the SDGs in 770 Brazilian municipalities using the timeliest data available in the country's national data sources. The IDSC-BR complements the Sustainable Development Report series and makes use of SDSN's peer-reviewed and statistically audited methodology for measuring SDG achievement.

IDSC-BR's objective is to direct municipal policymaking, define references and targets based on an indicator framework, and facilitate SDG monitoring at the local level. There is a goal score for each of the 17 SDGs and an overall score for all of 17 goals together. In this way the index, comprised of 88 indicators, presents an evaluation of the progress and challenges of Brazilian municipalities towards achieving the 2030 Agenda.

For more information, please visit this ⇨ link.

⊗ **Exercise 3.2**

◕ **70 min**

👆 **Handout 4A and 4B**

The Square

The goal of this exercise is to approach the planning process of rehabilitating a public square with a specific SDG principle in mind, understanding its challenges and opportunities.

This is a fictional but common example of a square that can be targeted for rehabilitation. However, you can also adapt this example to your trainees' experiences and realities, for example by focusing on a real-life example that they should be familiar with. If there is a good case within the city where the training occurs, you could plan a field visit before or after the exercise.

Preparations for the game

1. Print out 5 copies of Handout 4A.

2. In case you are using a real-life example, you can consider bringing some pictures of it for a more realistic exercise.

Facilitator's role

1. Divide trainees into 5 groups, assigning one SDG principle and giving one copy of Handout 4A to each group.

2. Explain the characteristics of the square and the specific goal of the exercise. You can read the following text:

   There is a square in the middle of a suburban neighborhood with heavy traffic around it throughout the day. Almost no residents or visitors use the small area of green space in the center of the square due to the lack of infrastructure, such

as benches, lighting, or sidewalks. Surrounding shop owners have complained about the lack of passing clients to the local government. Also, many residents avoid the square due to the air pollution from the cars and the trash lining the streets.

The goal of this exercise is to rehabilitate this square ensuring that the five SDG principles are applied throughout the planning process. It is important that you think not only about infrastructures and services but also about instruments, regulations, measures for its maintenance, and more. Also, do not forget to consider the relation and integration of the square to the rest of the city/territory and contextualize the square as far as time is concerned (think about the different hours of the day, days of the week, months of the year, particular events in the territory, etc.). Finally, think in terms of the different stages of the strategic planning process.

We recommend that you keep a slide with the key stages of strategic planning visible to the trainees throughout this part of the exercise.

3. Give each group 15 min to discuss internally how the assigned SDG principle can be applied in the rehabilitation of the square. In Handout 4B you will find some questions that you can ask to each group to foster their understanding of and reflection around their specific SDG principle.

4. Back in plenary, ask each group to briefly present the results of their internal discussions to the other groups. After each SDG principle is presented, provide an example of a real practice, reference can be made to the examples presented in Lecture 2 of this Chapter, or any other example of the Module.

5. Wrap-up the exercise by discussing the most inspiring lessons that can be taken from approaching a planning process with the SDGs principles in mind.

Complementary activity

Once the exercise is over and you still have time to share additional examples with the group, here are two videos that present LRGs initiatives that have used the SDGs principles to plan public spaces and green areas:

- *Solingen* (Germany)

- *Tallinn* (Estonia)

4

Chapter 4: Unfolding the spatial dimension of the SDGs in practice

TABLE OF CONTENTS

Learning outcomes

- Assess the spatial dimension of the SDGs, and how it can be integrated into local planning processes.
- Recall the benefits of monitoring and evaluating based on the SDGs.
- Understand the concept of proximities for enhanced sustainability and quality of life at the local level

Chapter 4: Unfolding the spatial dimension of the SDGs in practice

Introduction to the Chapter

The decision to create a spatial plan for a territory is usually a formal and step-by-step process, considering the need to guarantee the balance between urban development and the social function to play, and it takes place as part of public policies.

The spatial dimension of strategic planning refers to the geographical aspects and considerations involved in the planning process. It involves analyzing and understanding how physical locations, distances, proximity, and spatial relationships influence strategic decisions and outcomes. This includes factors such as land use patterns, transportation networks, environmental considerations, access to resources, and the distribution of population and economic activities across different areas. By integrating spatial thinking into strategic planning, organizations can better address regional disparities, optimize infrastructure development, and promote sustainable growth.

Spatial planning is usually a competence of LRGs, including land use regulations and strategies, that enables public and private operations and involves different sectors of society.

LRGs face several challenges when establishing zoning regulations and land-use planning. Some of these challenges include the limits the urban area must have, how to protect the green and unoccupied land available, guaranteeing land for social housing, what services are needed and how to deliver them, or simply deciding between single or mixed-use areas.

When spatial planning is designed in a participatory way, it presents a unique opportunity for the community to envision how its territory will look in the future. In addition, **integrating urban development proposals with other intersecting social, environmental, and economic strategies can help reduce inequalities and leave no one behind**. The global agenda can help to envision the impact of decisions and projects beyond specific neighborhoods. This endeavor requires the **support of the national government, which is generally responsible for urban development**

planning strategies and regulatory frameworks that guide local and regional administrations in carrying out their responsibilities.

Public policies related to territorial development should reflect the fair distribution of the bonuses and burdens of urbanization to be considered sustainable. In this context, sustainability requires the consolidation of lasting planning bases and the consolidation of a national policy for integrated planning, being undesirable the interruption of routines and processes, being necessary its continuous monitoring, updating, evaluation and review.

In the past few years, new spatial planning models have been developed to tackle the challenges linked to unsustainable urban trends linked to *modern urban planning*[9], including urban sprawl and increased soil sealing that lead to traffic jams, bad air quality, floods and landslides. The new spatial planning models are not only reversing those trends, but they are also providing the means for cities to act upon current challenges, such as extreme climate hazards.

Lecture 4.1

20 min

Slides 23-26

Spatial approach of the SDGs

Recent studies point out that over 55% of the world's population lives in cities[10] and that, by 2050, it will increase to 68%.[11] **The recognition of the escalating process of urbanization served as the primary impetus behind a global movement among LRGs to advocate for the incorporation of an urban goal within the 2030 Agenda.**

SDG 11 is the result of this process, encompassing targets addressing housing, sanitation, transportation, public spaces, and numerous other facets of urban development. Consequently, it is often intertwined with city planning initiatives and highlighted as a vital bridge between the 2030 Agenda and urban-centric challenges.

However, the planning of a territory, whether urban or rural, involves the integration of diverse public policies spanning health, environment, economy, and climate change. Consequently, **the act of envisioning a city's future trajectory is intricately tied to the pursuit of not only the 10 targets outlined in SDG 11 but also approximately 70 additional targets dispersed across the other 16 SDGs**. In fact, of the 169 targets in total, an overwhelming 65% are intricately connected to territorial and urban development.

For instance, when a household gains access to water and sanitation through a slum upgrading initiative, the impact extends far beyond merely improving their living conditions. Their entire environment can undergo a positive transformation, fostering healthier surroundings and mitigating the inequalities pervasive within their locality. Moreover, upon the completion of

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[9] The so-called "modern planning" refers to the boom of urbanization in response to industrialization during the second half of last century.

[10] UNDESA. World Urbanization Prospects 2018: Highlights. Nova York: ONU, 2019.

[11] OECD. Redefining Urban: A New Way to Measure Metropolitan Areas. Paris: OECD Publishing, 2012.

the upgrading process, the household may acquire an official address, unlocking access to various social programs and facilitating their inclusion in employment opportunities. These instances illustrate the intricate interplay between the objectives of SDG 11 and other global goals. In this concise summary above, we have established connections with SDGs 1, 3, 6, 8, and 10.

The integration of the principles, targets, and indicators of the 2030 Agenda into urban planning practices is gaining traction worldwide as a key mechanism for realizing its objectives. As highlighted earlier, the localization of the SDGs is a pivotal approach, enabling the contextualization of these goals within specific territories. Localization also facilitates the incorporation of spatial considerations into city planning endeavors, thereby contributing significantly to the promotion of sustainable, inclusive, and equitable urban environments.
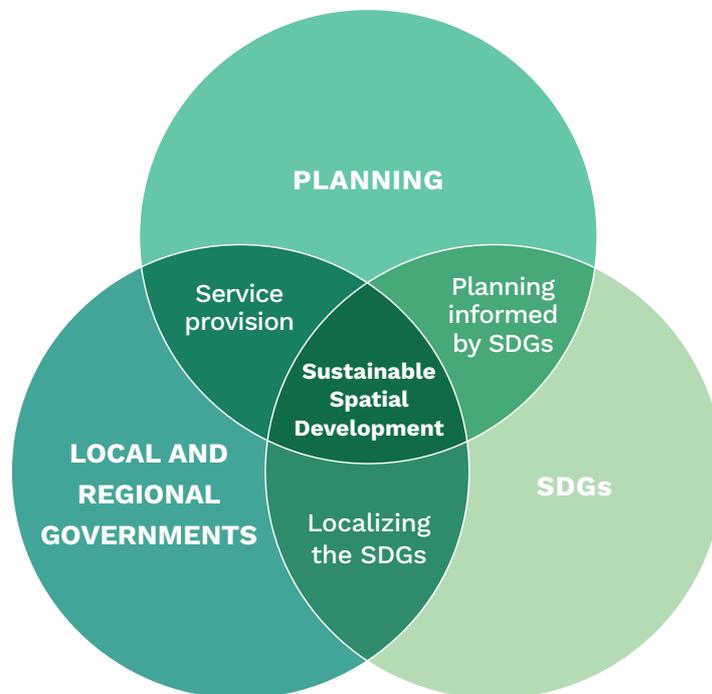
Figure 4. The intersection between planning, LRGs and the SDGs

GOOD PRACTICE

Base Plan for Xai-Xai, Mozambique

For almost two decades, the University of Lleida, the UNESCO Chair of intermediary cities, and many UCLG member cities have been applying the Base Plan tool to help decision-makers spatially reflect their decisions and projections through urban design and basic geo-mapping. A comprehensive, spatial, and strategic planning document, the Base Plan aims to respond to the challenges inherent to inclusive planning in intermediary cities all over the world. It should be underlined, however,

that this tool does not seek to replace the official tools of urban planning currently present in each country, but rather to help intermediary cities to prepare for later stages of analysis and more complex planning. Through a diagnosis based on action, the Base Plan presents the urban agenda, allowing us to visualize the spatial and strategic components or a city's planning process on a single map.

The Base Plan represents an opportunity to visualize the importance of territory in municipal decision-making and communication with the local community. It gives LRGs the ability to propose innovative solutions that benefit citizens while also advancing international agendas, particularly the New Urban Agenda and the 2030 Agenda for Sustainable Development.

As a leader in urban planning in the country, the Mozambican intermediary city of Xai-Xai created its Base Plan in 2017 to assess if strategically-driven spatial projects align with the SDGs and their corresponding targets, with a particular focus on SDG 11.

For more information, please visit this ↳link.

SDG 11: A cross-cutting urban goal

In order to "make cities and human settlements inclusive, safe, resilient and sustainable", SDG 11 proposes 10 targets and 16 indicators. The targets outline specific objectives under the umbrella of the SDG, and the indicators are used to determine whether or not these objectives are fulfilled.

To achieve its purpose, the SDG 11 targets touch upon critical issues of urban development such as: housing and basic urban services, public transportation, green cities and public spaces, participatory planning and management. The following figure shows SDG 11 targets.

GOAL 11 TARGETS

11 SUSTAINABLE CITIES AND COMMUNITIES	**11.1**	Adequate safe and affordable housing	**11.7**	Provide universal access to safe public spaces
	11.2	Accessible and sustainable transport systems for all	**11.a**	Support links between urban, peri-urban and rural areas
	11.3	Inclusive and sustainable urbanization	**11.b**	Increase integrated policies and plans towards mitigation and adaptation to climate change
	11.4	Safeguard the world's cultural and natural heritage		
	11.5	Reduce the number of people affected by disasters	**11.c**	Building sustainable and resilient buildings utilizing local materials
	11.6	Reduce the environmental impact of cities		

Figure 5. SDG 11 targets

SDG 11 includes multidimensional and territorial characteristics, and occupies a central position within the localization process, elevating the urban context to the forefront of sustainable development efforts. LRGs emerge as the primary actors driving its implementation, thereby assuming a pivotal role in advancing the agenda for sustainable urbanization.

Acknowledging the linkages between the 17 SDGs and their 169 targets, and recognizing that the urban agenda extends beyond the scope of SDG 11, an integrated approach becomes necessary. This approach is crucial for operationalizing the urban dimensions of the goals and for effectively implementing SDGs-based planning processes at the local level. Notably, a significant number of other SDGs include specific targets with urban aspects, as shown in the following figure.

Figure 6. Interlinkages between SDG 11 targets and relevant targets from other SDGs[12]

These connections are not limited to the targets: they also occur among the 232 indicators created to monitor and evaluate the 2030 Agenda. The 232 UN-recommended indicators are unlikely to be able to fully capture the socioeconomic, environmental, and political aspects of any given region. To do this, the UN indicators must be modified for the national context, but also at the regional and local levels. Adapting these indicators to local realities and unique circumstances poses significant challenges, as not every indicator is relevant to the circumstances and specificities of different territories. The identification of indicators to monitor targets' progress is

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[12] Source: SDG 11 Synthesis Report. (UN-Habitat, 2018)

very important for the success of the planning process. The SDG indicators serve as an important reference for this process, as will be seen in Lecture 2 of this Chapter.

Part of SDG 11 is to support positive economic, social, and environmental relations between urban, peri-urban,[13] and rural areas, reinforcing the importance of the different scales of urban and territorial planning (local, regional, and national). To do this, it is necessary to take into account the differences identified (mapped and georeferenced) in the territory and understand inequalities to establish public policies that contribute to improving the population's quality of life.

GOOD PRACTICES

Curitiba and Bilbao represent two cities that use the existing connection between SDG 11 targets and other relevant SDG targets to carry out their strategic and spatial planning processes, thus showing the cross-cutting nature of SDG 11.

Curitiba 2035

Curitiba 2035 is a long-term strategic urban development action plan that was initiated in 2016 to develop an appealing urban environment that can attract people and innovative companies. It automatically integrates different targets of SDG 11 with SDGs 8, 9 and 10, among others, having the city territory and its planning process as the starting point. In order to create long-term guidelines that direct the city's urban development policies in the upcoming years, Curitiba City Hall collaborated with Comunitas, the Federation of Industries of the State of Paraná (Sistema Fiep), and the Arapyaú Institute on this project. The project aims to highlight the civil society's role in creating the desired city of the future. It also seeks to direct the activities of public and private investors in the city, promoting sustainable urban development and management, and efficient solutions to the needs of the populace and prevailing social and economic patterns. Two committees and a range of activities are part of the project's strategic urban development planning process, which is organized into three time periods: short (2021–2020), medium (2021–2027), and long (2028–2035).

For more information, please visit this ↳link.

Bilbao's Sustainable Urban Mobility Plan

The Sustainable Urban Mobility Plan (SUMP) developed by Bilbao lays out the framework and synchronizes activities related to sustainable mobility for the city from 2016 to 2030. Its specific goals are to create an accessible and sustainable public transportation system (SDG target 11.2), create

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[13] A peri-urban area is the result of a peri-urbanization process, which can be defined as "a process in which rural areas located on the outskirts of established cities become more urban in character, in physical, economic, and social terms, often in piecemeal fashion" (Webster 2002).

incentives for people to use public spaces (SDG target 11.7), and revitalize underutilized or neglected areas for the benefit of the community. Further, it will mitigate climate change (SDG 13) and contribute to sustainable development reducing fossil fuel dependence (SDG 13).

In an attempt to establish the urban mobility model that will enable the city to catch up to the most mobility-advanced cities in Europe, it also examines and applies the European Commission's White Paper on Transport, which sets the objective for this sector to reduce greenhouse gas emissions by 60% by 2050 with respect to 1990 emissions, and establishes the partial goal of reducing these emissions by 20% by 2030 compared to 2008 levels.

To put it briefly, the SUMP is an integrated mobility plan that serves as the compass that directs Bilbao's sustainable mobility policies in the years to come, thereby fostering a more sustainable, efficient, and healthy city model that will enhance their citizens' quality of life. It is a tool that was developed through social, technical, and political consensus through cooperation and participation, and it is one of many SUMPs that initially may focus on one aspect but that are able to improve social, environmental and economic aspects.

For more information, please visit this ↳link (in Spanish and Basque only).

Lecture 4.2

20 min

Slides 27-28

Integrating the SDGs through targets, monitoring and reporting

This lecture introduces two direct ways of integrating the SDGs into the spatial planning process of a city or territory as a way to accelerate the successful achievement of the 2030 Agenda. Here they are listed and fully explained further on.

1. **Mapping the targets and indicators:** by using existing data of a city as a reference, specific objectives based on the 169 SDG targets can be formulated (customized) and then mapped (spatially indicated) in various zones or areas within the territory. A city might not need or have direct connections with all the SDG targets, still, the SDG framework can be a starting point in the planning process as targets cover public responsibilities at the local levels. The monitoring of the targets facilitates the understanding of how public policies are impacting the different areas of the city. It is recommended to establish a selection of indicators to monitor progress early on in the process. Global, national and local indicators should be aligned as much as possible. Existing data can be used as a starting point for the monitoring exercise.

2. **Monitoring, and evaluation and reporting:** by using the selected indicators (of step 1) as reference, this strategy facilitates the monitoring and evaluation of the spatial plan's progress. In addition, it enables a comprehensive analysis of the plan's impact on the achievement of

the 2030 Agenda in a city, region, or country. The cyclicality of public policies, which includes the monitoring and evaluation phases, fosters stakeholder commitment to specific goals and increases transparency and follow-up of long-term policies. The spatial reading of the indicators in specific territories reveals challenges and opportunities, while also tracking the progress of specific places, for example in energy transition, green corridors, or marketplaces.

The combination of these strategies reveals that the 2030 Agenda principles, goals, targets, and indicators can be aligned with or inform local planning processes. In fact, they represent a crucial framework for elaborating spatial plans that foster sustainable urban and territorial development.

Mapping targets and indicators

The process of localizing the 2030 Agenda involves integrating the 17 SDGs into the strategic axes of local policies, according to the priorities and context of each territory. This requires incorporating the three dimensions of the 2030 Agenda (social, economic and environmental), determining a series of priority targets that inform local planning processes of short, medium and long terms along these dimensions, and identifying specific indicators that will measure the progress of the established targets. In short, **the 2030 Agenda becomes a tool that helps city planning**.

Several SDG targets are directly related to the provision of basic services, hence the implication for LRGs responsibilities becomes natural. In this sense, the localization of the SDGs is not only a political process, but also a technical one, and its scope is closely linked to the ability of local authorities to promote integrated, articulated, and inclusive urban and territorial planning and development.

The understanding of the territory is a requirement for decision-making. In order to obtain better results for the local administration, it is necessary to produce information on cartographic bases with satisfactory scales, urban and rural coverage (if any), and alphanumeric data. Territorial analyses make it possible to see the city from an integrated perspective with all its assets and dynamics, providing a systemic view of the whole.

The updating of the data is fundamental to the success of the planning process. The data obtained must be presented in a unified and georeferenced way. "Unified" meaning the data should be brought together into a consistent format or structure, ensuring that it is coherent and compatible for analysis. "Georeferenced" meaning that each piece of data is tagged with geographic coordinates so that it can be accurately located on a map or in a geographical information system (GIS). Ultimately, the data collected should be integrated into a single, centralized, easily accessible database that is compatible with those already used by the municipality.

Mapping city data geographically enables the identification of places and people in need of public service delivery (i.e. facilities, housing, transportation or shelter) based on facts and figures, not on guessing and willful thinking. The use of accurate big data also allows the measurement of goals and impacts and the review of constraints that might happen along the way. It also guarantees information to monitor the implementation of the urban and territorial plan in time and space, identifying areas in the city in need of more attention.

Once the existing data is identified and mapped in the territory, it is possible to analyze and produce thematic maps guided by the SDGs. Those maps offer insights into where resources and efforts should be concentrated within the territory to reduce inequalities and leave no one behind.

The identification of urban and territorial priorities based on needs should involve the mapping of targets and related indicators of progress.

It is crucial to determine the indicators that will be used to track the progress and success of the implementation of the plan during the monitoring and evaluation phases. This will allow public officials to understand how public policies are impacting the different areas of the city. Since the plans should be aligned with the SDGs, the indicators should be reviewed or defined taking the SDG indicators framework as a reference to review or define local indicators.

Finally, it is also important to undertake an analysis of existing urban policies, projects and initiatives of the territory. This includes the identification of existing projects and actions related to the identified development needs and their location in the territory (map) to better monitor their impact in the territory and identify the spatial areas that are underserved. Those maps displaying public investments regarding urban policies connected with the SDGs will enable a general reading of the implementation of the 2030 Agenda in the territory and contribute to the spatial planning process.

GOOD PRACTICE

Open data in eThekwini Municipality

The eThekwini Municipality acknowledges the necessity of institutionalizing the SDGs as part of the localization process to support the strategic position of thinking globally and acting locally in their governance, service delivery endeavors, and interactions with other stakeholders. Part of this institutionalization process consists in building internal capacity through the process of developing indicators and gathering data. Additionally, complete control over indicator development and alignment with internal monitoring systems will be possible with the planned procedure to be followed. In order to carry out the variety of necessary duties, an SDG Institutionalization committee has been established in accordance with a Council resolution.

Furthermore, in order to meet the SDGs, which are all interconnected, the eThekwini Municipality has recognized the necessity of collaboration and transversal management.

Prior to the last 20 years, the majority of investments and services were centered in downtown and in formalized, wealthier neighborhoods. As a consequence, most of the data was only available for those neighborhoods. The city realized it needed to gather and process data and evidence from other informal and less wealthy neighborhoods for decision-making.

Today, the data is gathered and made available on a dedicated website so that people can monitor the results of investments and projects (link below). The idea is to compile and integrate all the data about housing, neighborhoods, engagement, health, environment, education, opportunities, and safety at the neighborhood level into a "liveability index."

In Durban, one of the eThekwini Metropolitan cities, data are measured in its 111 neighborhoods (wards), with numerous contributions from NGOs and citizens.

For more information, please visit this ↳link.

BOX 4.1. UN indicators and their localization: The Global Urban Monitoring Framework

As part of the Harmonized Global UN System-Wide Strategy for monitoring the SDGs, the New Urban Agenda, and other regional, national, and subnational urban programs, the UN Statistical Commission approved the Global Urban Monitoring Framework (UMF) in March 2022. The UMF became an important step ahead in the localization of global agendas.

Essentially, the UMF harmonizes existing urban indices that are relevant to urban settings. The framework attempts to guarantee data disaggregation, thematic integration among diverse aspects of development, and the inclusion of groups that are customarily marginalized. It facilitates the possibility of more in-depth policy analysis and working at various scales and functional urban areas, such as ecological functional areas.

Cities aim to achieve four key goals within SDG 11: safety, inclusivity, resilience, and sustainability. These are the 4 scales that the UMF uses to gauge the development of a city, with a small modification to add "safe and peaceful" instead of just "safe."

The UMF is also composed of 5 domains of sustainable development -society, economy, environment, culture, governance- that provide specific indicators for the intersection of each city objective and domain. In addition, the UMF facilitates SDG reporting by acting as a monitoring tool for UN-Habitat's SDG Cities Flagship Programme.

For more information, please visit this ↳ *link*.
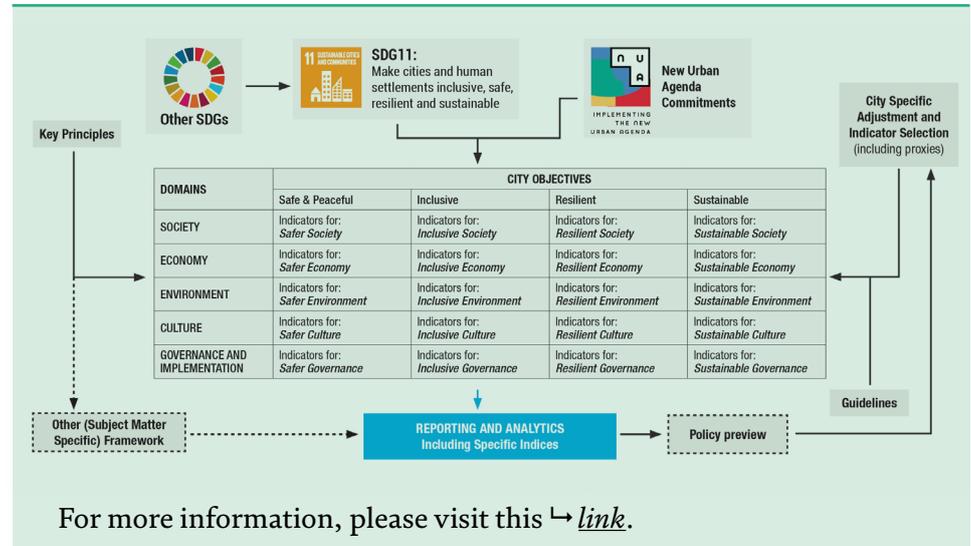
Defining appropriate local indicators

This exercise centers on the use of indicators to evaluate the impact of urban interventions in relation to the SDGs. Concretely, the objective of the game is twofold:

1. To create appropriate indicators that can be measured at the local level to evaluate the impact of an urban initiative.

2. To select appropriate indicators from an already existing set of indicators (in this case, the official SDGs indicators) to evaluate the impact of an urban initiative.

Please refer to Handout 5A for complete game instructions.

Monitoring, and evaluation and reporting
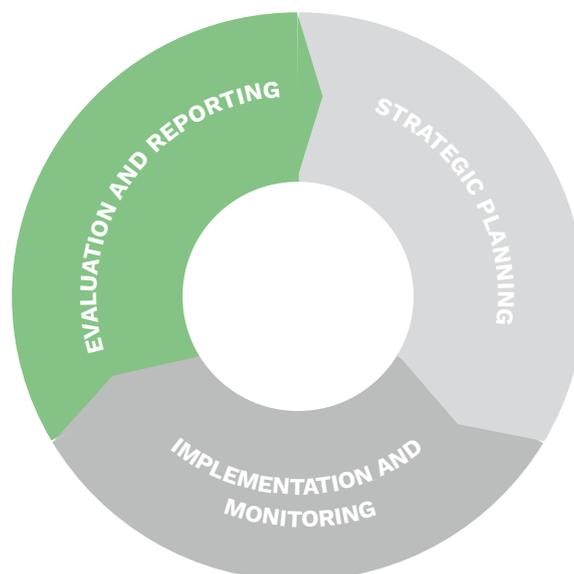
Figure 7. The 3 interdependent phases of the public policy cycle

As seen in Chapter 2, monitoring, and evaluation and reporting are phases of the public policy cycle that follow the strategic planning phase. Monitoring occurs during the implementation phase, evaluation takes place once the implementation phase is over and is accompanied by reporting.

In the absence of effective monitoring, evaluation and reporting, it would be difficult to know whether the intended results of strategic plans are being achieved as originally planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development. As they are part of a cycle, monitoring and evaluation always relate to the results of previous rounds of the public policy cycle.

Monitoring seeks to answer the following questions:

- Are the pre-identified outputs being produced as planned?

- Are the pre-identified outputs being achieved in an efficient manner?

- What are the issues, risks, and challenges that a territory faces or foresees that need to be taken into account to ensure the achievement of results?

- What decisions need to be made concerning changes to the already planned work in subsequent stages?

- Will the planned and delivered outputs continue to be relevant for the achievement of the envisioned outcomes?

- Are the outcomes envisaged relevant and effective for achieving the overall national priorities, goals, and impacts?

- What learning can be extracted?

One of the prevalent challenges in monitoring the SDGs based on indicators - the official ones from the UN or customized ones by LRGs - is to run into problems in the data collection process. It is important to ensure a balanced selection of indicators, instead of solely selecting indicators for which data is available. Data needs to be feasible to obtain. It is always good to reach high and plan to obtain as much information as possible, but indicators need to be obtainable, otherwise, it can contribute to false expectation and frustration.

Evaluation complements the monitoring of the strategic plan's implementation by providing an independent and in-depth assessment of what worked and what did not work in the planning process, and why this was the case. After implementing and monitoring an initiative for some time, it is an important management discipline to take stock of the situation through thorough evaluations. These can be conducted internally and externally. The benefits of using evaluations are multiple. A quality evaluation provides feedback that can be used to improve existing interventions, programming,

policy, and strategy. Of course, it is also important to involve the community not only in the monitoring and evaluation process to make it participatory and inclusive, but in the design of the monitoring and evaluation system, as well.

When performing an evaluation, the following information should be analyzed:

- Information on the relevance of intended outputs or outcomes, and validity of the results framework and results map[14]

- Information about the status of an outcome and factors affecting it

- Information about the status of project implementation

- Information on the cost of an initiative relative to the observed benefits

- Information about lessons learned

Evaluations should not only be used by LRGs for internal purposes, they must also be communicated. Any LRG has the duty to be accountable to the citizens as well as to the international community. This is when reporting comes in: it is not only the results achieved that must be reported, but also the evaluations carried out. Evaluations must be shared independently of the results obtained, as a democratic act: decisions must be transparent and justifiable aiming for a well-coordinated, efficient, and accountable public administration. Reporting encourages increased transparency and holds decision-makers more accountable to the public.

Any planning process needs reporting to be successful because it offers crucial data, feedback, and learning tools at every stage of implementation, as well as a platform for inclusion and widespread participation. Moreover, reporting facilitates better coordination with other stakeholders who also contribute to territorial planning and fosters a sense of ownership.

Oftentimes, evaluation and reporting have been considered an endpoint of a process. However, as seen above and in Chapter 2, they are part of an ongoing cycle and feedback into the next strategic planning phase. The evaluation of a plan will reveal its successes and failures associated, and should guide adjustments and improvements for the next plan.

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[14] In a development planning for results process, there is a series of deliverables that must be produced. Two of these deliverables are the results map and the results framework. After identifying and prioritizing the problems of the specific situation that wants to be improved, and conducting a problem tree analysis (cause-effect diagram), the results map is produced as the result of rewording in positive terms each of the problems in the problem tree. In turn, the results map is converted into a results framework, which includes an impact and an outcome statement, the outputs and activities of the development planning process, as well as indicators, the baseline, the target, the means of verification and the risks and assumptions for each of the results. For more information, you can check the ↪ *Handbook on Planning, Monitoring and Evaluating for Development Results* (UNDP).

BOX 4.2. Voluntary Local and Subnational Reviews: Action-oriented reporting exercises

With the 2030 Agenda, it is recommended that all member states submit Voluntary National Reviews (VNRs) at the High-Level Political Forum for Sustainable Development (HLPF), which convene under the auspices of the UN Economic and Social Council (ECOSOC) each year. Taking the example of their national counterparts, LRGs worldwide started developing Voluntary Local Reviews (VLRs) in order to monitor and evaluate the implementation of the SDGs within their specific territory. These reports play a vital role in showcasing the essential position of subnational governments and local initiatives in fulfilling national agendas and driving progress on the SDGs within their specific regions. Being voluntary, they also reiterate the commitment towards sustainable development by LRGs.

VLRs have since 2020 been complemented by Voluntary Subnational Reviews (VSRs). VSRs are country-wide, bottom-up subnational reporting processes providing comprehensive and in-depth analyses of the corresponding national environments for SDG localization, led by the national associations of local and regional governments.

The VLR process enables political dialogue, knowledge sharing, and cooperation across levels of government. It builds stronger intergovernmental relationships and complements VSR and VNR processes. National governments are incrementally looking at their subnational and local counterparts to complement their national reviews and to support the development of local and subnational reports within the country. Some good practices on VLR-VNR integration are Finland, Jordania, Malaysia and Georgia. In terms of VSR-VNR integration, Romania, Iceland, Norway and Belgium are good examples of how the VSR was either acknowledged in the VNR, annexed to the VNR, constituted a whole chapter of the VNR, or the LRGA who produced the VSR was in charge of writing a chapter on SDG localization for the VNR. Similarly, VSRs propel synergies with the VLRs, as bringing together various subnational reporting efforts has multiple benefits: from fostering symbiotic exchanges of information and data to report on to joining forces for stronger advocacy towards the national government and other stakeholders, and to implementing new initiatives based on the VSR findings. The VLRs of the cities of Ghent (Belgium) and Manabí (Ecuador) exemplify well these synergies with their corresponding VSRs.[15]

However, there has recently been an increased awareness that VLRs and VSRs have the potential of being more than just a stocktaking

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[15] If you want to learn more about the incremental impacts of VSRs, you can check the ↪ *Insights Note Telling the Story: VSRs in first person* (UCLG).

exercise to understand where cities are. If VLRs and VSRs findings are built upon with strategic recommendations that plug into existing policy environments, they both have the potential to act as a roadmap for change that drives action with specific, evidence-based suggestions to guide planning, financing, and future initiatives. By connecting the evidence to action, they ensure meaningful next steps are taken in the pursuit of a more sustainable, equitable, and prosperous future for all.

The subsequent Module 3 on SDG Localization focuses on local and subnational reporting for the SDGs in detail.

To access the VLR, VSR and VNR repositories, please visit the following links: ↪*UN-Habitat VLR platform*, ↪*UCLG VSR platform*, ↪*UNDESA VNR repository*.

VNRs, VLRs and VSRs are important data sources for planning public policies, but they are not the only ones. There are several other local and regional level initiatives, such as thematic observatories and strategic plans that are also important data sources. Once territorialized, the facts and figures that allow the development of indicators for reporting, can also be used for developing new public policies or strategic and spatial plans.

GOOD PRACTICES

Connecting Agadir's VLR to its strategic plan

Agadir's VLR is the first of its kind in all of North Africa, not just in Morocco. Agadir's development of its VLR demonstrates a coordinated and cooperative approach to urban planning, as demonstrated by the smooth integration of the VLR with the city's Strategic Plan (PAC-Communal Action Plan). For the purpose of planning projects and development activities to be carried out on its territory, the PAC serves as a reference document. In addition to providing the framework for gathering municipal data during the VLR process, the PAC 2017–2022 also acted as a directive for the city's strategic planning.

With its emphasis on the Sustainable Development Goals, the PAC 2022–2027 emphasizes how crucial it is to include the SDGs in local planning to affirm Agadir's vision and facilitate its realization. The information gathered throughout this procedure highlights the level of integration that goes beyond simple documentation and clarifies the participatory elements within the framework of PAC. Agadir's strategic planning endeavors rely heavily on the purposeful linkage between the PAC and the VLR, which offers a thorough framework that surpasses mere compliance. The incorporation

of prior PACs into the data gathering procedure demonstrates Agadir's dedication to expanding on prior learnings and guaranteeing an ongoing and changing urban planning methodology.

Agadir's shift to the PAC 2022–2027 makes the integration of its VLR and the PAC even more noticeable, representing a deliberate dedication to a single urban development vision. In addition to being a compliance measure, this integration is a dynamic and ever-evolving process that guarantees Agadir's urban planning will always be responsive, coherent, and in line with local, regional, and national goals.

For more information, please visit this ↪link.

Lecture 4.3

15 min

Slides 30-31

Enabling proximity for quality of life

In the past, urban design generally looked at the development of cities in terms of the use of cars and financial productivity. This model was widely used, as it responded mainly to financial and commercial interests during the development process. Examples of this include the "building booms", which were mainly driven by economic interests. However, in recent decades, urban planning theory and urban development laws have been insisting and proposing regulations to balance the quality of life and the proximity of services with financially viable urbanization. Today, LRGs are claiming and conducting more sustainable urbanization, as put forward by the 2030 Agenda. **The sustainable development of a city is directly linked to its quality of life, and encompasses a social, environmental and economic dimension: increasing the quality of life of a city means improving social inclusion, environmental protection and economic prosperity**.

As defined by the Global Observatory on Sustainable Proximities[16], the quality of life of citizens depends on the access to services and is inversely proportional to the time spent in transportation. Services can be grouped into six social functions: living, learning, enjoying, supplying, working and caring. Planning for proximity centric urban and territorial development means encouraging local access to services, amenities and opportunities closer to people's home. Local access means short travel times (15 to 30 minutes depending on density) via soft modes (walking, cycling) in order to reduce the nuisances of carbon-based commuting (traffic saturation, air pollution, noise, dependence on fossil fuels).[17] Thus, ensuring the proximity of services as part of urban planning processes not only improves the quality of life of citizens: it also reduces their carbon footprint, which has a positive impact on the environment.

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[16] For more information on the Global Observatory on Sustainable Proximities, you can visit the ↪ *platform's website* (hosted within C40 Knowledge Hub)

[17] Extracted from the bookmark of the Proximities Fresk developed by the Chair ETI of the Université Paris 1 Panthéon Sorbonne.

The connection of a proximity planning model with the 2030 Agenda is undeniable: once the main urban needs become easily accessible, inhabitants will be less dependent on individual car rides or public transportation, reducing the urban heat island effect, carbon emissions and, of course, traveling time. All those factors contribute to the achievement of different targets among the 17 SDGs, especially those related to the six social functions and climate change. Moreover, the principle of leaving no one and no territory behind comes to the forefront, and the SDGs emerge as a pivotal tool in strategizing equitable access within a walkable distance to all fundamental aspects of everyday life, reducing socio-economic disparities caused by distance of services.

However, while the agglomeration of services in cities has positive effects, there are also many negative spillover effects when the agglomeration and urbanization are not planned adequately. For example, mono-use areas like central business districts (CBDs) attract large amounts of people during business hours but are otherwise abandoned. They are often located in central urban areas leading to congestion because workers of the CBD often commute from their more peripheral dwellings to their central workplace.

Proximity-centered spatial planning models

After the adoption of the SDGs, discussions surrounding the actions and strategies to increase access prompted the evolution of planning methods and models centered around the concept of proximity, and now cities around the world are starting to adopt urban planning strategies to ensure quality of life for their citizens. This is possible through spatial planning and review of already existing urban policies and legislation. Further, in times of Information Communication Technology (ICT), the use of georeferenced databases and technology solutions are at hand for efficient spatial planning processes as it ensures a detailed measurement and analysis of the situation.

In this sense, many authors have developed works based on the concepts of proximity and accessibility.[18] One of the most recent strategies is the 15-minute city concept. The **15-minute city concept**[19] refers to a variety of functions for lively neighborhoods with rehabilitated public spaces that are gained through reduction of street and parking space in large cities with relatively autonomous neighborhoods. To create, re-organize, or plan a 15-minute city, the methodology has a framework composed of four components that interact among themselves: density, proximity, diversity, and digitalization. Social infrastructure must be emphasized to maximize

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[18] Some of these authors are Kent Larson and Denise Capasso da Silva and her team (20-minute city); Luca S. D'Acci (Isobenefit Urbanism and 15-minute walking city); Min Weng and his team (15-minute walkable neighborhood), among others.

[19] The "15-min city" concept was elaborated by Professor Carlos Moreno in 2016 and adopted by Paris Mayor Anne Hidalgo.

urban services such as schools, local shops, and parks, on a proximity-based services strategy to strengthen citizens' social bonds and build a healthier urban landscape.

Cities like Paris, Barcelona, Portland, Milan, Melbourne, Bogotá, and Buenos Aires, most of them managed by female mayors, are just some of the examples that adopted the principles of the 15-minute city in a tentative to change the way they grow and are planned, foreseeing to improve their livability status, resilience, and their socioeconomic aspects, as well as promoting sustainability.
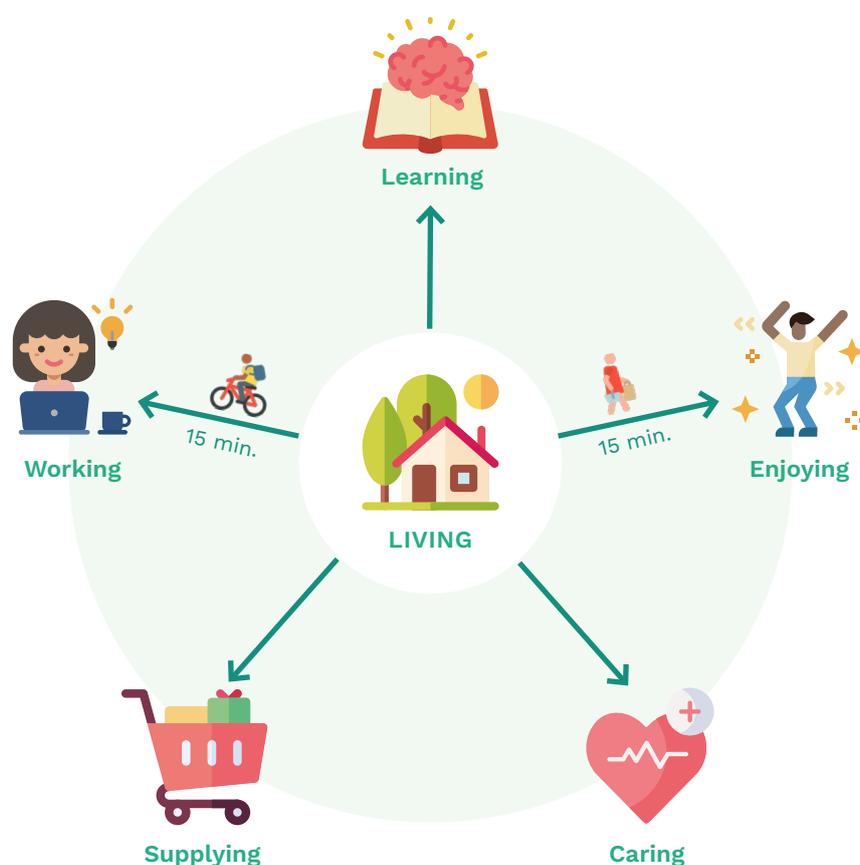
Figure 8. The 15-min city framework[20]

However, the concept of proximity does not only refer to large and densely populated cities. For the intermediary cities, a key feature of the Base Plan tool presented at the beginning of this chapter is the introduction of a radius of maximum 2km around any citizens dwelling that should contain the main services/amenities. By considering an average duration of 30 minutes to walk 2km, this approach ensures that within just a 30-min walk urban residents can reach most necessary services of their daily life.

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[20] Source: MORENO et al. 2020. ↪ *https://doi.org/10.3390/smartcities4010006*

GOOD PRACTICES

The "*Barrios Vitales*" of Bogotá

Bogotá's project "*Barrios Vitales*" reorganizes public spaces in the scale of the neighborhoods focusing on pedestrians, converting street areas usually used by cars into walkable areas, cycle lanes and public green spaces through tactical urbanism and infrastructure works. The project ensures new public space areas for meetings, entertainment, cultural and economic activities in the neighborhood scale.

In itself, "*Barrios Vitales*" is a strategy that reduces vehicle traffic within the neighborhoods, by promoting sustainable mobility, managing speed, and revitalizing public space, in turn contributing to improved air quality.

For more information, please visit this ↳link (in Spanish only).

Paris, the *"ville du quart d'heure"*

Paris mayor Anna Hidalgo's 2020 re-election campaign flagship was a plan to implement the 15-minute city concept. The *"ville du quart d'heure"* plan is being implemented in Paris, with schools as the "capital" of the district, enabling their buildings and yards to be used for multiple functions alongside education.

Besides this, public spaces were redeveloped and upgraded to be greener, several streets were closed for cars, and bicycle lanes were implemented throughout main avenues and corridors that connect the different Paris neighborhoods. Additionally, local commercial networks, services, and production were strengthened with the creation of a 'Produced in Paris' brand, changing the way business is done at the neighborhood scale.

For more information please visit this ↳link (in French only) or this ↳link.

⊗ **Exercise 4.2**

◗ **90 min**

🖑 **Handout 6A to 6G**

Building sustainable proximities: the 15-minute neighborhood

Planning a neighborhood or a city area that allows its citizens to have walkable access to their basic needs has become a key priority for many cities in days of the climate change crisis. Alternatives to the use of private cars are essential to reduce carbon emissions, contribute to the climate agreement, and more. Nevertheless, the benefits of the 15-minute city are not limited to climate change mitigation. When people rely less on cars in their daily lives and are encouraged to walk instead, this has a positive effect on public health. Furthermore, socio-economic inequalities fostered by the inability to access services nearby are addressed.

Guaranteeing access to the main needs of the residents within a walkable distance contributes to the achievement of one of the core principles of the 2030 Agenda: leave no one behind. This principle can also shape real spaces: leave no space behind. In cities and neighborhoods, access to housing, health,

education, work, culture, public transportation, green areas, and safe public spaces are just some of the main services that can be planned to be available within a 15-minute walking distance, contributing to dozens of targets of different SDGs.

With the following exercise, participants will become urban planners with the objective of improving the quality of life of the residents of a peripheral neighborhood and reduce the environmental impact of their actions by reducing their dependance on downtown and guaranteeing access to the main urban services within a 15-minute walking distance.

Please refer to Handout 6A for complete game instructions. The different game elements can be found in Handouts 6B to 6G.

Closing of the Module

Summary and final reflections

The main objective of this Module is to show that, as the world continues to urbanize at an unprecedented speed, planning is essential to both leverage the opportunities and address the challenges associated with this trend, in order to achieve sustainable urban and territorial development. The different chapters of the Module have explored how local planning has been changing and how the SDGs can inspire and improve the policy and strategies of inclusive, competitive, or healthy cities and territories. They have showcased the various interfaces existing between the 2030 Agenda and planning processes, particularly those related to strategic and spatial planning. The primary subjects covered and deliberated upon in the four chapters were:

1. **Local planning, including territorial and strategic planning, is fundamental for the achievement of the 2030 Agenda**. The 2030 Agenda cannot be operationalized or its vision realized without planning, whether at the strategic or spatial levels. Short- and medium-term planning procedures based on actual and precise data are essential measures to localize the 2030 Agenda in the territory and expedite achieving of its objectives. Planning enables public authorities to concentrate efforts and better allocate resources on initiatives and policies that are specifically linked to achieving the SDG targets.

2. **The 2030 Agenda principles and goals are important tools for the alignment of LRGs competencies and roles and for the formulation of plans.** Strategic and spatial planning aids in coordinating national, regional, and local planning processes with the 2030 Agenda's goals. It guarantees that the Agenda's priorities are incorporated into the planning processes of different levels of government. Since urban and territorial planning is more common to be LRGs' competences, and reducing inequality is one of the 2030 Agenda's core principles, LRGs' public policies and plans that are built around it inevitably have a direct impact on citizens' quality of life. LRGs can expedite the process of accomplishing the SDGs and construct a future that is more equitable, resilient, and inclusive for all by incorporating sustainability principles into their development plans and procedures.

3. **Spatially mapping the SDGs within a territory is relevant.** The SDGs must be localized in the territory in order to ensure that they contribute to the global agenda's fundamentals. Given that this process is based on georeferenced data, which spatially translates the information and highlights both the needs and the results, it enables better strategic and spatial planning at urban and territorial level. Spatializing the planning process encourages integrated development strategies that consider the connections between various SDGs and their targets. Decision-makers can prioritize interventions in areas with the greatest need by visualizing data geographically. Mapping the plans implementation and the SDGs progress also promotes accountability among governments, institutions, and stakeholders. Citizens can use spatial data to follow how well the planned initiatives are meeting their needs and to hold policymakers accountable for fulfilling their promises.

4. **Connecting monitoring and evaluation exercises back to planning.** Data is the fundamental input for monitoring and evaluation processes. Planning frameworks offer a way to track the SDGs' advancement and evaluate how well policies and interventions are working. Evaluation of plans on a regular basis enable modifications and course corrections to guarantee that efforts stay on track to meet the SDG targets. The use of monitoring and evaluation reports, such as VLRs, VSRs and VNRs, can be a useful tool to improve local planning procedures since data serves as the basis for the planning process. LRGs can make evidence-based decisions, adjust to changing conditions, increase accountability, and continuously improve the impact of their interventions in pursuit of the SDGs by incorporating monitoring and evaluation data into the planning process.

The ability of LRGs to provide services and coordinate urban and territorial development through their planning authority and competences cannot be overstated as a means of promoting inclusive and sustainable development. Nevertheless, more focused consultations and the integration of more data and evidence result in different forms of decision-making. Based on that, it is important to highlight:

*   To ensure that **no one is left behind**, governance frameworks that facilitate effective bottom-up communication and participation are needed, along with policies that guarantee not only planning but also implementation and ongoing monitoring. Transparency and active communication among the different stakeholders is fundamental to ensure that both the strategic and spatial urban planning processes are socially and economically inclusive.

*   In times of climate change, in which extreme events have become increasingly frequent, **future generations' needs** must be considered when managing or protecting land because of its effects on the environment, the economy, and society.

- Urban and territorial planning is always an ongoing process. Urban planning schemes that are based on principles but take into account the **diversity of the population and surrounding environment** can enable and improve the quality of life in neighborhoods and make urbanization more inclusive and sustainable. Furthermore, planning never ends with the licensing process; rather, it is a continuous process that is driven by citizens' needs as well as the urbanization, services, markets, and impact processes.

- Data is increasingly available nowadays, even though occasionally not necessarily current or official. There are several sources of data that can be used for planning and their localization in the territory allows more accurate relation with the citizen's reality. The **use of data in planning processes** is essential to achieving positive outcomes and lowering inequality in any territory. Using baseline data for planning allows political commitments and agreements to be evaluated, as well as the effectiveness of projects, policies, and management tools that have a direct impact on the lives of citizens.

Resources

General approach

↳ *Roadmap for localizing the SDGs: implementation and monitoring at subnational level. UCLG*

↳ *The 2030 Agenda for Sustainable Development. UNSSC Knowledge Centre for Sustainable Development*

↳ *National and subnational governments on the way towards the localization of the SDGs. UCLG*

↳ *Cities and a territorial approach to the SDGs. Chapter 1. UNSDSN*

↳ *The Sustainable Development Goals are coming to life — stories of country implementation and UN support. UNDP*

↳ *UNDP Support to the Implementation of the Sustainable Development Goals. UNDP*

↳ *Practical Tools for Getting Started with the SDGs. Chapter 2. UNSDSN*

Planning

↳ *National Urban Policy: Feasibility Guide. UN-Habitat (2018)*

↳ *National Urban Policy: A Framework for Rapid Diagnostic. UN-Habitat (2015)*

↳ *National Urban Policy: A Guiding Framework. UN-Habitat (2016)*

↳ *How to Formulate a National Urban Policy: A Practical Guide. UN-Habitat (2019)*

↪ *Monitoring and Evaluating National Urban Policy: A Guide. UN-Habitat (2020)*

↪ *Sub – National Urban Policy: A Guide. UN-Habitat and UCLG (2020)*

↪ *Tools for Integrated National Development Planning. CEPAL*

Leave no one behind

↪ *Leave no one behind: How the development community is realising the pledge. Bond*

Integrated nature and policy coherence

↪ *It is about time to promote policy and institutional coherence for the SDGs. Louis Meuleman. Public Strategy for Sustainable Development*

↪ *Integration Simulation Tool Policy Coherence and Integration to achieve the Sustainable Development Goals. MIllennium Institute*

↪ *Policy Coherence and the Sustainable Development Goals – What Can Evaluation Do About It?. World Bank Group*

↪ *Policy Coherence for Sustainable Development in the SDG Framework. OECD*

↪ *Policy Coherence for Sustainable Development 2017 Eradicating Poverty and Promoting Prosperity. OECD*

↪ *Policy Coherence of the Sustainable Development Goals. UNEP*

↪ *The importance of a policy coherence lens for implementing the Sustainable Development Goals. OECD*

Multi-stakeholder participation

↪ *Toward an Accountability Revolution? Citizen Participation and the SDGs. CIVICUS*

Multi-level governance

↪ *Formalizing institutional arrangements to mainstream the SDGs and other relevant development platforms in national development processes. CEPAL*

↪ *. UNDESA*

↪ *Multilevel governance for SDG localization Research. UN-Habitat GIZ, Arco, LSE Cities, The Nelson Mandela School and UCLG.*

↪ *Multilevel governance platform. UN-Habitat GIZ, Arco, LSE Cities, The Nelson Mandela School and UCLG.*

Monitoring, reporting, transparency and accountability

↪ *Third Edition Regional Report: Latin America – June 2016. Open Data Barometer*

↳ *The need for city/urban data and monitoring systems for SDGs, New Urban Agenda and other global urban-related frameworks. UN Habitat*

↳ *Getting to 2030: Tracking SDG Indicators for Evidence of Implementation Progress. Lynn Wagner. IISD*

↳ *UN-Habitat VLR Repository. UN-Habitat*

↳ *Action-oriented VLR methodology. UN-Habitat*

↳ *Guidelines for Voluntary Subnational Reviews. UCLG*

↳ *Monitoring and evaluating National Urban Policy: A guide. UN-Habitat and UCLG*

↳ *Voluntary Local Review Guidelines for Africa. UNECA, UCLG Africa, UN-Habitat*

↳ *Asia-Pacific Regional Guidelines on Voluntary Local Reviews. UNESCAP*

↳ *Voluntary Local Reviews, VLRs toolbox: From data analysis to citizen engagement when monitoring the SDGs. ICLD, UN-Habitat, UCLG*

↳ *State of the Voluntary Local Reviews 2023. IGES*

Good practices by cities, regions and countries

↳ *Bristol and the UN Sustainable Development Goals. Bristol Green Capital Partnership*

Others

↳ *SDG Localization platform. UN-Habitat*

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Handouts

for SDG Localization Module 2: Planning for change with the SDGs

Global goals & local competences

SDG TARGETS

1.5.

By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

3 GOOD HEALTH AND WELL-BEING

3.6

By 2020, halve the number of global deaths and injuries from road traffic accidents

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

4 QUALITY EDUCATION

4.3

By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

7.1

By 2030, ensure universal access to affordable, reliable and modern energy services

**LRG competences,
public policies &
actions**

**Department(s)
in charge**

**Other levels
of government
concerned**

**Local stakeholders
concerned**

**Challenges
& Opportunities**

Global goals & local competences
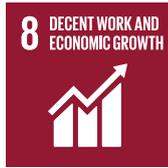
8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

SDG TARGETS

11 SUSTAINABLE CITIES AND COMMUNITIES

11.1

By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

15 LIFE ON LAND

15.3

By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Global goals & local competences

16.7

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

LRG competences, public policies & actions

Department(s) in charge

Other levels of government concerned

Local stakeholders concerned

Challenges & Opportunities

Aligning the SDGs
to a planning process

**TITLE OF THE PROGRAM
OR PROJECT**

Short description

Stage of the planning process	Did you consider this stage?	Did you align the 2030 Agenda with this stage of the planning process in your program/project?	How could you align this stage more with the SDGs?
1. Assessing the needs	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	
2. Prioritizing based on the 2030 Agenda	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	
3. Formulating the strategy	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	
4. Budgeting	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	
5. Programming	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	
6. Establishing a monitoring and evaluation framework	☐ Yes ☐ No ☐ In part	☐ Yes ☐ No ☐ In part	

Planning → SDGs	**SDGs → Planning**
Planning helps to identify the needs and priorities of the citizens and the territory within the scope of the SDGs.	The SDGs are an inclusive and integrated set of interrelated targets that provide the planning process with a wider, more general scope to consider, breaking sectoral silos.
Planning helps in determining a common vision that connects the SDGs and the specific local targets to be prioritized and achieved.	The SDGs link local needs to regional, national, and global challenges, thus promoting policy coherence. This linkage underscores the SDGs' capacity to align grassroots priorities with broader geopolitical imperatives, facilitating synchronized policy responses across diverse scales of governance.
Planning often encompasses stakeholder consultation and evidence gathering to craft effective strategies. These strategies are intended for endorsement by political leaders or decision-makers. By integrating the SDGs into plans and strategies, they stand to garner heightened attention and support from policymakers and influencers.	The 2030 Agenda has a set of fundamental principles that can direct the entire planning process. In this sense, the Agenda presents a framework that turns planning into a transformative tool for catalyzing change within the development process of a territory.
Planning helps to assess both available and necessary resources, including human, technical, and financial resources (which are typically scarce in local contexts), to optimize their use.	The 2030 Agenda prompts an examination of existing policies and mechanisms within a territory, aiming to optimize their alignment with sustainable development objectives and enhance their efficacy in meeting the diverse needs of the population.
Planning helps to mitigate and manage crises or unexpected situations by enabling early assessment of their impact and implementing proactive measures. The integration of SDGs into formal planning processes, may help to develop comprehensive strategies that build resilience and support the better preparation for and recovery from a variety of crises.	The SDGs underscore the importance of partnerships. In terms of planning, they are particularly helpful in fostering cohesive and effective collaboration amongst diverse stakeholders, including private entities, governmental bodies, and CSOs, across departments and territories (horizontal), and with the national government (vertical).
Planning helps to set priorities and define activities to achieve impact. The data gathered from the different departments can be used to develop indicators that measure progress in an integrated way, for example social data for infrastructure, or environmental data for social service.	The SDGs provide a range of objectives and interconnected indicators that can assist governments in identifying their starting point for the journey towards achieving the SDGs and carrying out the subsequent responsibilities of monitoring and evaluating progress.

The Square: Applying the SDG Principles

The challenge

There is a square in the middle of a suburban neighborhood with heavy traffic around it throughout the day. Almost no residents or visitors use the small area of green space in the center of the square due to the lack of infrastructure, such as benches, lighting, or sidewalks. Surrounding shop owners have complained about the lack of passing clients to the local government. Also, many residents avoid the square due to the air pollution from the cars and the trash lining the streets.

The Square

The goal of this exercise is to rehabilitate this square ensuring that the five SDG principles are applied throughout the planning process. It is important that you think not only about infrastructures and services but also about instruments, regulations, measures for its maintenance, and more. Also, do not forget to consider the relation and integration of the square to the rest of the city/territory and contextualize the square as far as time is concerned (think about the different hours of the day, days of the week, months of the year, particular events in the territory, etc.). Finally, think in terms of the different stages of the strategic planning process.

1. Leave no one behind

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2. Integrated and interrelated

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....

3. Partnership-based approach

4. Multi-level governance

....
....

5. Transparency and accountability

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....

The Square: Applying the SDG Principles

APPLICATION OF THE SDG PRINCIPLES WITHIN THE SQUARE EXERCISE

SDG Principle 1: Leave no one behind

Take into account the needs, priorities and potentialities of all people, especially persons with disabilities; national, ethnic, religious or linguistic minorities; indigenous peoples; migrants and refugees; LGBTQI+ people; women and girls. Give them a voice by providing them with the opportunity to participate in the planning process as well as in the implementation and monitoring of the initiatives. Underline that, if the square belongs to a slum or peripheral neighborhood, the initiative will also serve to upgrade and leave no territory behind.

Questions for the trainees

- In your context, which groups are marginalized or excluded in your territories? How would you aim to include them in the rehabilitation of the Square?

- What are the stages of the planning process where vulnerable groups should be taken into consideration?

- Could you identify some of the challenges you would face in their inclusion?

- Could you point out a tool that you know about that has been defined to engage those groups?

- Does this principle also refer to places? Is there a relationship with the concept of territorial inequalities or fragmentation? Provide an example.

- How do we guarantee that no place is left behind?

- What are the main obstacles to guaranteeing that no one and no place is left behind?

SDG Principle 2: Integrated and interrelated nature

Applying the principle "integrated and interrelated nature" to the rehabilitation of the square involves the comprehensive inclusion and balance of different topics, including mobility, security, accessibility for vulnerable groups as well as environmental, social and economic impacts, throughout

the planning process. The same strategy can be applied with the SDGs by establishing connections between the various SDGs and targets, always taking the priorities of the territory and its citizens into account. In this sense, it is imperative for the integrated planning of the new square that various departments within the local government are involved and work together.

Questions for the trainees

- In which stages of the planning process should the integrated and inter-related approach be guaranteed?

- What are the main obstacles to the integrated and interrelated approach in the planning process?

- How to avoid silos? Could you describe any mechanism defined to address the integrated and interrelated approach to planning?

- Is there any way to avoid sectoral approaches when defining internal organisations of governments and budgets?

SDG Principle 3: Partnership-based approach

Participation in the rehabilitation of the square can be achieved through a combination of face-to-face meetings (at the Council, neighborhoods, etc.) and online participation mechanisms (surveys, social media, etc.).

Questions for the trainees

- Which stakeholders should have a say in the rehabilitation of the square?

- In which stages of the planning process should those stakeholders be engaged?

- Which obstacles could you encounter to engage local stakeholders?

- How to avoid those obstacles?

- In your context, is the partnership-based approach translated into budgetary terms? If so, how?

SDG Principle 4: Multilevel governance

Several levels of government own competences that affect a given territory. In the case of the Square, the municipality may have competences in the areas of urban planning, infrastructure, mobility, security and social policies; the metropolitan area, in waste management and public transport; the region, in trade and healthcare, and the central government, in the area of security-police. Coordination and joint work through meetings and other formal inter-institutional mechanisms become essential. Also, the joint pro-

vision of services and scaling-up of resources between several LRGs could provide additional value if the square is bordering a different municipality, neighboring citizens can benefit from it as well, or a function is ascribed to the square that goes beyond the limits of the local government.

Questions for the trainees

- Which levels of government should be engaged in 'the square' project, and why? Outline their roles.

- What are the main obstacles you might encounter to engage different levels of government in an urban or territorial project?

- In which stages of the planning process should the different levels of government be engaged?

- Are you familiarized with any coordination mechanism that has facilitated the collaboration across levels of government?

SDG Principle 5: Transparency and accountability

The LRG will have to ensure that information, both technical and financial, regarding the planning and development of the new square is publicly available at any time, and that any deviation from what has been planned is communicated to the local stakeholders and citizens aiming for a joint solution. Any progress made will need to be reflected in the LRG's usual communication channels, and if the project is of major significance for the territory, a special reference can be envisaged according to the LRG's communication strategy (e.g. setup of a specific website for the project with information on budget, progress of the works, a specific space for citizens to give their opinions, etc.). For participants doing the exercise, remind them that, as there are choices and priorities, there might also be opposition. This opposition can also come from communities with the right to hold LRG accountable, in particular for changes that SDG-based planning will inspire.

Questions for the trainees

- In the case of The Square, how would you ncrease the process' transparency and accountability?

- More transparent for and more accountable to whom? Citizens, voters, local stakeholders, other levels of government?

- In which stages of the planning process is transparency and accountability needed?

- What are the main tools defined to guarantee transparency and accountability?

- What are the main obstacles to make planning processes more accountable?

Defining appropriate local indicators

INSTRUCTIONS FOR FACILITATORS
Face-to-face version

Preparation for the game

1. Prepare the materials

- Print out X copies of Handout 5B (X being the number of teams created depending on the total number of participants).

- The rest of the specific game elements (SDG roulette, SDG cards, Indicators cards) should be sent to you by the UCLG Learning team. Please contact them in advance (learning@uclg.org).

2. The duration of the game is **60 minutes**.

Facilitator's role

INTRODUCTION

Goal of this phase	Introduction to the game, creation of teams, distribution of game elements and selection of the SDG cards

Estimated time	10 minutes	**Type of work**	Plenary

Create the teams (maximum 4) and distribute one copy of Handout 5B per team. Then, explain the basics of the game and the different game elements. Finally, make each team spin the roulette, and pick the SDG card corresponding to the SDG that they obtained with the roulette. On the back of the SDG card each team will find the action they will have to work with.

PHASE 1

Goal of this phase	Definition of indicators to measure the impact of the action obtained in the Introduction

Estimated time	10 minutes	**Type of work**	Team work

Ask each team to make a list of possible indicators to measure the impact of

the action obtained, reminding them that the indicators must be measurable and realistic in terms of the possibility of being obtained by the local administration. The SDG card should be placed in the right column of Handout 5B and the indicators should be written down in the center column.

PHASE 2

Goal of this phase	Choosing the best indicators from a set of 34 indicators to measure the impact of the action obtained in the Introduction		
Estimated time	10 minutes	Type of work	Team work

Before this phase starts, place all the 34 Indicators cards on a central space/table accessible to all teams. Then, let each team look at the 34 Indicators cards and discuss with the rest of their teammates which are the most appropriate indicators to measure the impact of the action obtained. Each team can choose between one and three cards (this choice will have to be argued when returning to the plenary). Once chosen, they must place the card(s) in the right column of their copy of Handout 5B.

PHASE 3

Goal of this phase	Share teams results (indicators developed in Phase 1 and indicators selected in Phase 2)		
Estimated time	20 minutes	Type of work	Plenary

Have one spokesperson from each group explain the list of indicators that they have developed in Phase 1 and the indicators they have selected from the Indicators cards in Phase 2. The rest of the teams should ask questions or comment to foster a discussion.

Here is a series of questions you can pose to stimulate the debate:

- Can this indicator be measured by the local administration? Where can the local administration find the data? What sources can it use?

- Is this indicator relevant to the local government? Does it relate to the policy objectives and responsibilities of the city?

- Have you thought about disaggregating the data along key spatial and sociodemographic attributes (by age, gender, ethnicity, socio-economic status, disability status, etc.)?

- Can you think of any other indicator that you could add to your list?

Think in terms of social, environmental and economic indicators.

PHASE 4

Goal of this phase	Final debate		
Estimated time	15 minutes	**Type of work**	Plenary

You should open a debate based on the following questions:

- Which of the indicators of the other teams could be also useful for you?

- Could you find any connections between the indicators you have created in Phase 1 and the ones you have chosen in Phase 2?

- Share your experiences around the definition and use of indicators in your city.

INDICATORS LIST

INDICATOR CARD/S

Building sustainable proximities: the 15-minutes neighborhood

INSTRUCTIONS FOR FACILITATORS
Face-to-face version

Preparation for the game

1. Prepare the materials

- Print out **6 copies** of the *Information brochure*, which corresponds to Handout 6B, 6C and 6D and 6E. It is recommended that you staple the 4 pages together for easy handling.

- Print out **6 copies** of the *Set of sheets to be filled*, which corresponds to Handout 6F and 6G. It is recommended that you staple the 2 pages together for easy handling.

- The rest of the specific game elements (game board, Social Functions cards, Power/Risk cards) are made of cardboard. Please contact the UCLG Learning team (learning@uclg.org) to have these materials sent to you. There is also the option of printing yourself these elements of the game using normal paper. We recommend that you print the game board in A3 format, and for the two sets of cards, you should print them and stick the front and the back of each card together.

- Prepare some post-its and pens for each team.

2. The duration of the game is **90 minutes**.

Your role as a game facilitator

INTRODUCTION

Goal of this phase	Introduction to the game, creation of teams and distribution of game elements		
Estimated time	15 minutes	Type of work	Plenary

Steps of the game

1. Create 6 teams, with a minimum of 1 participant per team.

2. Distribute 1 Information brochure (Handouts 6B to 6E), 1 Set of sheets to

be filled (Handouts 6F and 6G), post-its and pens to each team.

3. Explain the basics of the game and the different game elements.

4. Present the characteristics of the neighborhood, while showing its different elements on the map (game board).

5. Show the initial situation of the evaluation chart.

6. Distribute randomly 1 Social Function card to each team.

If you prefer, you can read the following text:

The mission of the game is to improve the quality of life of citizens and reduce the environmental impact through the generation of urban actions. This can be achieved by improving the sustainable proximities of the neighborhood, that is, ensuring that the inhabitants of the neighborhood have the maximum number of the 6 Social Functions (Living, Learning, Supplying, Caring, Working, Enjoying) covered within a 15-minute walk, according to the distances to be measured in the map (grid ABC... 1,2,3...).

To do this, 6 teams will be created, one for each Social Function, and each team will think about 2 urban actions to address their Social Function.

To assess whether we have improved the quality of life of citizens and reduced the environmental impact, we will evaluate the situation of the neighborhood before and after the generation of these urban actions, according to the three core elements of sustainability: social inclusion, environmental protection and economic prosperity.

The game is divided into three different phases:

1. *In the first phase, each team has 30 minutes to define and locate on the map 2 urban actions that they can do, with the available budget, to address their Social Function.*

1. *In the second phase (30 min), each team shares with the rest of the teams the actions defined in Phase 1, and together they carry out the final evaluation (after the interventions).*

1. *Finally, the last phase (10-15 min) consists of a final debate, where the whole group reflects on the effects of the global intervention (sum of all the teams' interventions).*

Let me now give you a little bit of context and describe the characteristics of the neighborhood that we will be working with. Don't worry if there is some information that you don't get because all this information can be found in the Information brochure.

- *The neighborhood is located in the periphery of the city, at a great distance from the center, both in kilometers and time.*

- *The neighborhood is densely populated, but the number of services is low: investment has been concentrated in the center of the city, where most of the*

amenities and services are located (educational centers, shopping areas, hotels, leisure centers, green areas, health services, etc.). The inhabitants of the neighborhood have to move to the center to cover most of their needs.

- *Public transport has been established to connect the neighborhood to the city center and beyond. However, the car is still widely used to reach the city center, causing a lot of motor traffic.*

- *Most of the residents work in the city center or in the industrial area. Only 20% of workers can do telework. Unlike the city center, which can be reached by bus, it is not possible to get to the industrial zone by public transportation. This also creates big jams.*

I will show you the rest of the elements of the neighborhood on the map directly. Again, don't worry if you miss something, as you have a small size version of the neighborhood's map with its corresponding legend in the Information brochure.

- *The area inside the orange frame is the neighborhood and it is an urban area. The rest is not an urban area or belongs to another neighborhood. Within these limits, we can find:*

- *Different types of housing elements: housing blocks [e.g. B5 or E6], residential areas [e.g. F8 or F9], informal settlements [e.g. B8 or F4], and mixed-used areas [D8], which consist of apartments that are located above shops.*

- *Different types of services: a big shopping mall [D5], a school [D4], a transport hub [C6], two large parking areas [C4 and F6], a public park [D7], and a small agricultural area where some fields are still cultivated [A4].*

- *Unused spaces: empty lots [e.g. C7 or E5], two abandoned industrial estates [A9 and B6] and a degraded natural area [A8].*

- *The orange striped squares are public land [e.g. C5 or F6]. The rest is private property.*

Outside the limits of the neighborhood, we can find:

- *A functioning industrial area [F1], where most of the residents work together with the city center.*

- *A forest area [A1, A2 and A3].*

- *More housing blocks [C3, D2 and E3].*

As you can see in Handout 6B, this neighborhood has a low score in terms of Social Inclusion, Environmental Protection, and Economic Prosperity, which are the three pillars for sustainable development. As we have said at the beginning, the idea is to improve these parameters by defining a series of urban actions that will address each of the 6 Social Functions.

As facilitator, you should now proceed to the allocation of one Social Function card per team.

As you will see in the cost table (Handout 6E), each urban action has a cost. For example, the creation of new infrastructure has a cost of 150, but the multi-use

management of a municipal building costs only 50. Your initial budget is 200.

PHASE 1

Goal of this phase	Definition of two urban actions per team to address the Social Function assigned
Estimated time	30 minutes (15 min before the distribution of the Power/Risk cards, and 15 minutes after)
Type of work	Team work

Steps of the game

1. Ask each team to define 2 urban actions to address the Social Function assigned, taking into account the available budget and the costs of each type of action. They should NOT place their actions on the central game board yet. As soon as the teams start brainstorming, set a timer for 15 minutes.

2. After 15 minutes, when the alarm sounds, each team takes one of the Power/Risk cards, which will increase or decrease their available budget. Ask each team to rethink their 2 actions with their new budget. They should fill the action sheet and budget chart, and must NOW place the action on the central game board using a post-it.

IMPORTANT!

There can only be one action in each box of the map! When a team has placed an action in a box, the rest of the teams can no longer intervene in that box... Also, an action cannot be located on the board until the action sheet is complete, and once the action is located, the content of the post-it and its corresponding action sheet can no longer be modified.

If you prefer, you can read the following text:

We are starting Phase 1 of the game. You should now brainstorm with the rest of your teammates about 2 urban actions to address the Social Function assigned, with the available budget (200), and taking into account the costs of each type of action (remember that you have the costs of the different actions in the cost table on Handout 6E). Don't place your actions on the central game board yet.

[After 15 minutes, an alarm sounds] It is now time for the Power/Risk cards! These cards will either increase or decrease your budget. Each team has to pick one, and adapt or rethink your actions based on your new budget. Don't forget to fill your budget chart and your action sheet (Handouts 6F and 6G).

Once this is done, you can now place your actions on the central game board using a post-it. Remember that there can only be ONE action per box of the board. This

means that, when a team has placed an action in a box, the rest of the teams can no longer intervene in that box! However, once the post-it is located on the board, its content (and the content of its corresponding action sheet) cannot be modified! So think well before you rush to locate your actions on the game board.

You have 15 minutes left.

PHASE 2

Goal of this phase	Round of presentations of the teams' interventions and evaluation of the global transformation of the neighborhood from a sustainable development perspective

Estimated time	30 minutes	**Type of work**	Plenary

Steps of the game

1. Ask each team to share with the rest of the teams the actions defined and placed on the central game board in Phase 1, focusing on the impact as it is captured in the Action Sheets.

2. Distribute Once the round of presentations is over, all teams together must evaluate the global transformation of the neighborhood after their interventions. This evaluation must be carried out from a sustainable development perspective –that is, in terms of social inclusion, environmental protection, and economic prosperity. The final evaluation chart in Handout 4F must be filled.

PHASE 3

Goal of this phase	Final debate		

Estimated time	30 minutes	**Type of work**	Plenary

In this final phase of the game, also carried out in plenary, you should open a debate to reflect on specific aspects according to the context and learning objectives of the workshop. Here are some questions you can draw inspiration to stimulate the discussion:

• Do you think there is still something missing after the global intervention (sum of the actions of all the teams) to improve the quality of life of citizens and to reduce the environmental impact?

• What did you find the most difficult when defining your actions? The limited budget? The competition for specific boxes in the map with the rest of the teams? The alignment with specific SDGs?

- Did you make sure you were leaving no one behind when defining your actions? Did your action take into account the most vulnerable groups, such as persons with disabilities, migrants, the elderly, children, women, etc.?

- Have you proposed any action in any private land box of the map? Why? Can you think about strategies to involve the private landowners?

- What do you think is missing more frequently in existing neighborhoods you deal with?

- Do you think it is possible to apply some of the actions proposed here in your city?

About the neighborhood

- The neighborhood is located in the **periphery of the city**, at a **great distance from the center**, both in kilometers and time.

- The neighborhood is **densely populated**, but the number of **services is low**: investment has been concentrated in the center of the city, where most of the amenities and services are located (educational centers, shopping areas, hotels, leisure centers, green areas, health services, etc.). **The inhabitants of the neighborhood have to move to the center to cover most of their needs.**

- **Public transport has been established** to connect the neighborhood to the city center and beyond. However, the car is still widely used to reach the city center, causing a lot of motor traffic.

- Most of **the residents work in the city center or in the industrial area.** Only 20% of workers can do telework. Unlike the city center, which can be reached by bus, it is not possible to get to the industrial zone by public transportation. This also creates big jams.

To know more about the concrete elements present in the neighborhood and their location, see Handouts 4B and 4C.

Initial evaluation chart
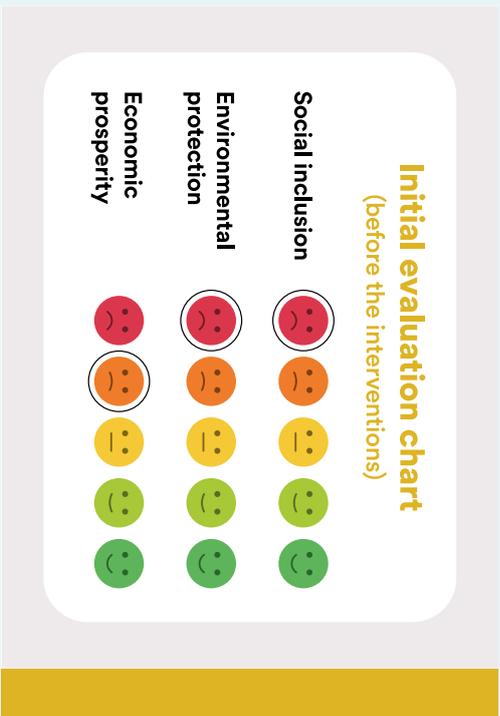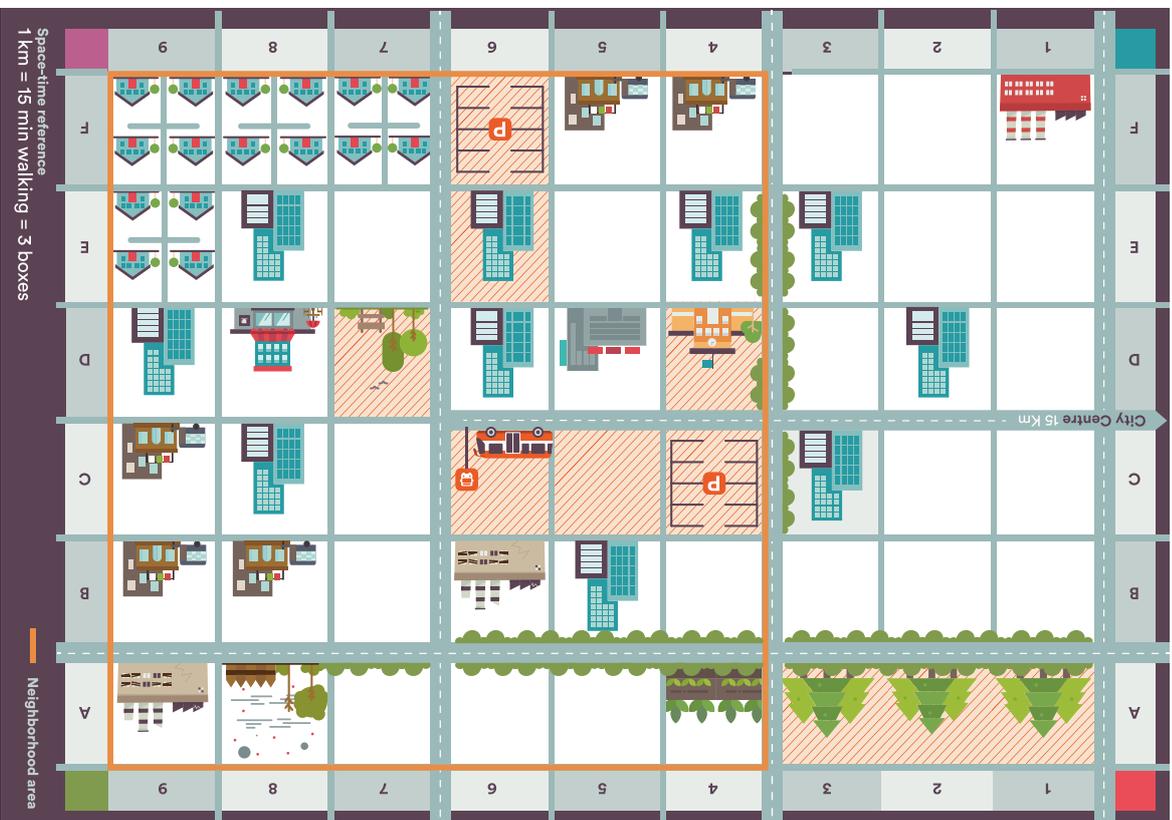
Initial evaluation chart
(before the interventions)

Social inclusion	🙁	🙂	😐	🙂	😊
Environmental protection	🙁	🙂	😐	🙂	😊
Economic prosperity	🙁	🙂	😐	🙂	😊

Map of the neighborhood

Space-time reference
1 km = 15 min walking = 3 boxes

City Centre 15 Km

Neighborhood area

Board information

Housing blocks

Residential area

Mixed use area

Shopping mall

Industrial estate

Public school

Parking

Forest area

Public park

Informal settlement

Abandoned industrial estate

Agricultural area

Degraded and polluted natural area

Transport hub
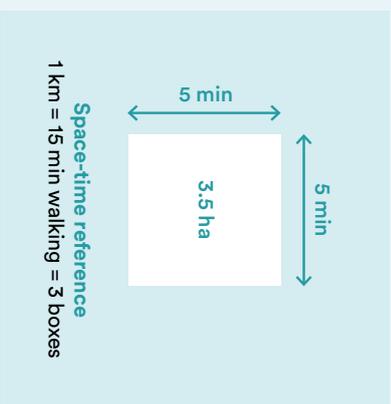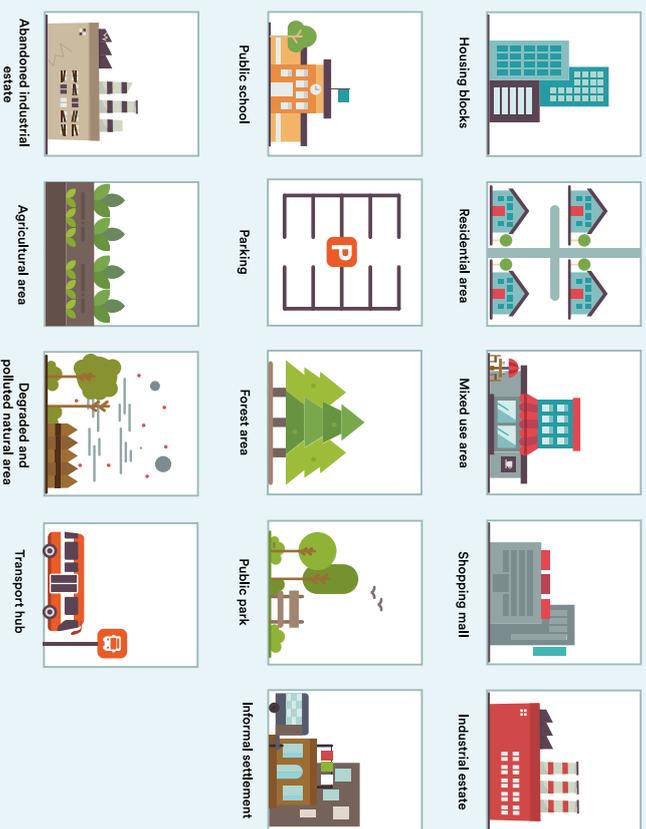
- **The area inside the orange frame is the neighborhood** and it is an urban area. The rest is not urban area or belongs to another neighborhood

- The **orange striped squares** are public land. The rest is private property

- The **empty boxes** are unused vacant spaces

Space–time reference
1 km = 15 min walking = 3 boxes

5 min

5 min

3.5 ha

Costs

Creation of new infrastructures/buildings 150

Transformation of existing infrastructures 100

Tactical Urban Actions 50

Multi-use management of a municipal building 50

Financial aid to stimulate the development of the neighborhood 50

Participatory processes to revitalize the neighborhood 50

Purchase of land/premises/private buildings to rent at below market price 100

Public-private investment in new areas or productive sectors 100

Other actions .... ?

Action 1

◿ Description

◎ Location on the board (box reference):

↻ Necessary investment:

🏃 Action contribution to improve proximities (i.e n° of boxes within a 15-min walk):

👥 Action contribution to other Social Functions:

🌐 Action contribution to SDGs:

Action 2

◿ Description

◎ Location on the board (box reference):

↻ Necessary investment:

🏃 Action contribution to improve proximities (i.e n° of boxes within a 15-min walk):

👥 Action contribution to other Social Functions:

🌐 Action contribution to SDGs:

Budget chart

Initial budget	200
Action 1 Necessary investment	
Action 2 Necessary investment	
Power/Risk Result	
Final budget	

Final evaluation chart
(after the interventions)

Social inclusion

Environmental protection

Economic prosperity