



# GUIDE TO THE LOCALISATION OF THE **2030 AGENDA**



## ACKNOWLEDGEMENT

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## PABLO IGLESIAS TURRIÓN

SECOND VICE-PRESIDENT OF THE GOVERNMENT AND MINISTER FOR SOCIAL RIGHTS AND THE 2030 AGENDA

# Rebuilding the common from the local

Since its approval in 2015, the 2030 Agenda has become a commitment by the State as a whole to the citizens of our country. An agreement to which different sectors of our society have turned to in the last five years, especially collectives and organisations of civil society, setting the bar very high for the work to be achieved jointly by the public administrations.

Precisely during these years, local authorities have also responded to this call and have shown by their contribution at the local level, a reality that is the essence of the 2030 Agenda: we can only make progress in the Sustainable Development Goals when we improve the daily lives of citizens. The 2030 Agenda is sometimes confused with grand statements and posturing, but its content is much more ambitious: to build a country worthy of its citizens. It is precisely in this goal that the daily labour of local bodies has been and continues to be crucial, because only with transformation in and from the local level will we be able to face these challenges.

This fact has especially been highlighted in recent months, owing to the COVID-19 pandemic. Along with the efforts of the State Government and the regional authorities, the role of the regional governments, city councils, city officials, and all local bodies has been essential to leaving no one behind in this crisis. Their area of competence and their proximity to citizens makes them key players not just in exiting this crisis, but also in the reconstruction and the consolidation of a new economic and social model based on the principles of the Sustainable Development Goals.

The Vice Presidency for Social Rights and the 2030 Agenda and the Spanish Federation of Municipalities and Provinces jointly present this *Guide to the Localisation of the 2030 Agenda*, as a tool to support the development of public policies that implement the 2030 Agenda at the local level, in accordance with the characteristics, circumstances and challenges that exist in each territory. It considers the challenges and opportunities thrown up by localisation from a wide range of local realities, which are faithful to the nature of our country: a country whose wealth is derived from its diversity, from its cities and villages, its towns, its interior regions, its rural environment.

The 2030 Agenda also sets a time limit, a deadline. We only have a decade in which to make Spain a reference nation in fulfilling the Sustainable Development Goals and establish the foundations of a future that is truly based on the reconstruction of what is common, sustainability, and social justice. Let us continue to work together to make this a reality.

## ABEL CABALLERO ÁLVAREZ

PRESIDENT OF FEMP AND MAYOR OF VIGO

# Without Local Governments, the large majority of the 169 targets of the 17 SDGs could not be reached in 2030

The Spanish Federation of Municipalities and Provinces is promoting the local implementation of the Sustainable Development Goals (SDG) of the 2030 Agenda, with the conviction that without the Local Governments, most of the 169 targets of the 17 SDGs cannot be achieved by 2030, the horizon set by the United Nations.

There remains a decade of action in which to continue incorporating changes in our lifestyles, promoting the balanced development of our villages and cities over time, from three perspectives: economic, social and environmental.

The change that we are undertaking cannot be achieved on an individual basis nor unilaterally, on the contrary, it requires a multi-stakeholder and multi-level effort, where City Councils, Regional Governments, City Officials and Insular Councils play an important role. Much is at stake and now more than ever, we must be capable of dealing with this challenge in all sectors of the society: citizens, the business sector and in academia. Currently we are, and must continue to be the focal point that outlines actions to achieve the Sustainable Development Goals of the 2030 Agenda. It is essential to maintain co-responsibility between all Administrations in this task, to continue to work together with an equitable share of resources as Local Bodies often fulfil numerous responsibilities that often lie outside our legal scope but nevertheless, we take them on them because as Mayors, we are closest to the citizens, and we are called upon to have a prompt response on most occasions.

The FEMP has collaborated with the Ministry for Social Rights and the 2030 Agenda to draw up this Guide: a tool that helps to begin localising the SDGs of the 2030 Agenda, to conduct self-diagnoses of the situation, to identify indicators to measure the evolution of the SDGs at the local level, which is to work definitively towards the 2030 Agenda. These are actions that, to sum up, we implement with the understanding that our functions include aiding those in charge of policy-making and technical affairs in Local Bodies with tools that facilitate dealing with the different challenges that we are faced with on a daily basis in our towns and cities.

I therefore encourage all users of this Guide to implement it in a decisive manner. In the words of Eleanor Roosevelt "The world of the future is in our hands. Tomorrow is today", and from the Local Bodies, we will do all we can to change this today into right now, and tomorrow into today.



## WHAT IS THE GOAL OF THIS GUIDE?

A large part of the global challenges to a planet-wide sustainable development that places persons at the forefront and leaves none behind is through transformation at and from the local level. The challenge of making a fair transition towards a new green economy, recovery and reconstruction after the impact of the COVID-19 pandemic towards more cohesive societies and more inclusive and sustainable economies, or a new demographic distribution around a new rural-urban connection, among other global challenges, requires working from the perspective of the territory. A territory that is understood as the space that covers social, economic, environmental and institutional dimensions and its inter-relations that affect the lives of persons.

**Many Spanish districts and provinces have been performing an essential task** for years which has contributed at the daily level and from their proximity to the principal problems that affect citizens, to progressing towards a more sustainable and inclusive development of our territory.

This work at the local level is even more relevant in a context of health, social and economic crisis and post-crisis, such as the one arising from the COVID pandemic, where city councils, regional governments, and island councils have once again played a key role in attending to citizens' high-priority needs, paying special attention to the most vulnerable people, among many other services provided<sup>1</sup>.

The adoption of the 2030 Agenda and the Sustainable Development Goals (hereafter SDGs) in 2015 has **set a horizon for progress** on which to focus many of the

current efforts and to complement them by guiding them, where appropriate, towards common goals with international consensus. During the phase of post-COVID-19 reconstruction, these efforts will focus on establishing the pillars for the creation of fairer and more resilient societies, and the promotion of a truly inclusive and sustainable development of the territory.

Although there are still many challenges to the process of SDG localisation and implementation, a great deal of effort and labour has been expended by many entities to develop guidelines and various tools to support governments and different stakeholders in advancing and fulfil the joint commitment to this global Agenda, which also involves us from the perspective of the challenges close to our reality. Thus, this Guide joins and builds upon these efforts by providing a **tool that supports** the process of defining and implementing the 2030 Agenda at the local level.

The Guide views the challenges and opportunities of localisation from a broad spectrum of local realities as a response to the territorial diversity of local Spain, which includes large cities but also pays special attention to the unique characteristics of **small municipalities, islands, or rural and depopulated areas of Spain.**

**This Guide and the resources it offers seek to raise awareness and promote the active role and participation of all local stakeholders** in the process of localising the SDGs. We hope that this Guide will thus accompany **political representatives and technical staff of local bodies** in the process of localising and implementing the SDGs in their respective territories.

1. [https://issuu.com/femp/docs/carta\\_local\\_n\\_333\\_March\\_2020/1?ff](https://issuu.com/femp/docs/carta_local_n_333_March_2020/1?ff).

## HOW TO USE IT?

With the goal of being of operational use and to accompany public administration on a daily basis, this Guide is divided into **different reading levels**, in order to respond to the practical needs of each local authority and according to each user's level of knowledge, from their political or technical responsibilities, on the implications of the 2030 Agenda.

The Guide allows the process to be tackled as a whole or to selectively focus on more relevant sections, depending on the **localisation stage at which the local authority finds itself**.

**For ease of use**, after a brief introduction to the opportunities extended to local governments by the 2030 Agenda and the SDGs, **the Guide discusses the localisation process in four phases, where it describes each of the steps to be taken in the form of a worksheet**. The icons on the right are intended to make it easier to read and identify the most relevant information for each user at each step:

It also integrates the mechanisms and processes that reinforce the different phases in a cross-section manner and enable the localisation process to also be a process of learning and building capacities and alliances with other local stakeholders such as civil society, the private sector, and/or academia.



WHAT IS THE GOAL?



THE TASKS TO BE PERFORMED BY THE LOCAL GOVERNMENT



NOTE THAT IN THE CASE OF..



Smaller and/or rural municipalities



Island territories



WHAT CAN EACH STAKEHOLDER CONTRIBUTE?



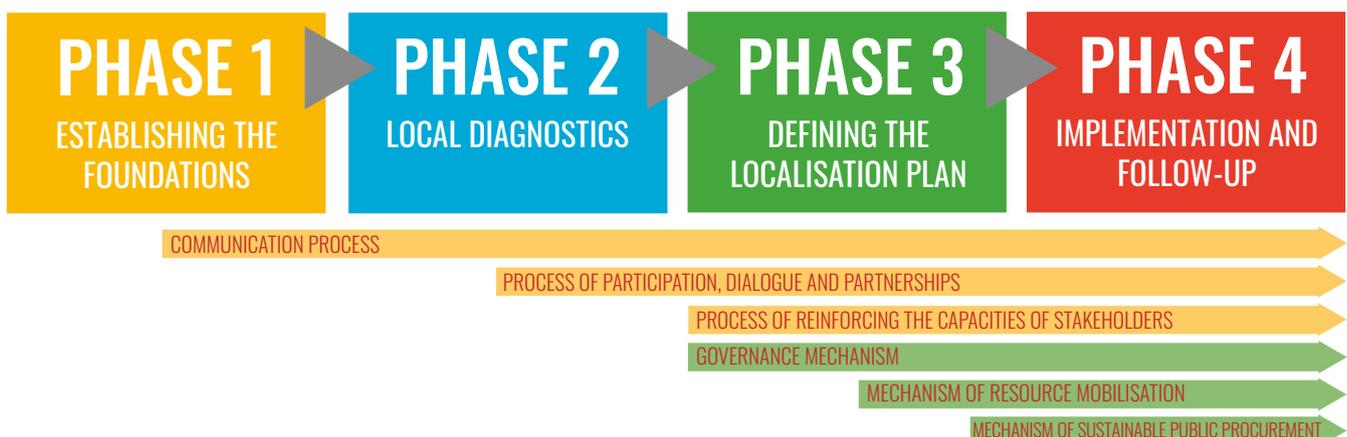
TOOLBOX LEARNING



FROM OTHER EXPERIENCES



BEFORE THE NEXT STEP REMEMBER THAT..





# THE 2030 AGENDA: AN AGENDA OF OPPORTUNITIES FOR THE DEVELOPMENT OF LOCAL AUTHORITIES

## WHAT IS THE 2030 AGENDA?

The 2030 Agenda is a **global commitment by 193 countries**, adopted in 2015 after an **intensive participatory process** that brought together voices from different levels of government, including the world's smallest municipalities, civil society organisations, the private sector, and academia.

- It is humanity's great project, a universal and hopeful **call for transformation**.
- It is an **agenda for global development, but starting from local realities**.
- It is an agenda that must be built **on a daily basis** from a **multi-stakeholder perspective**, with the collaboration of all public and private bodies, to address the shared challenges of the territory.
- This collaboration in tackling the challenges facing the territory should also take place between the diffe-

rent levels of the Administration with relevant competences, generating **multi-level coherence in decision-making**, from the local to the provincial, regional, autonomous and national levels.

- The 2030 Agenda **embodies the values of the Universal Declaration Of Human Rights** with concrete actions and goals.
- **It provides a universal language for working together.**
- It is our **roadmap for planning and aligning policies in terms of sustainability and comprehensiveness**.
- It focuses on **inequality, climate change** and places **people** at the centre of development as both the subject and object for sustainable transformation.
- **It is an agenda that entails a cultural change** to improve our way of living in this world<sup>2</sup>.
- From a perspective of **territorial development that brings together the economic, social and environmental spheres** and their interactions.

## FUNDAMENTAL PRINCIPLES

Conservation and efficient use of resources More inclusive societies and combating inequality Respect for human rights Sustainable mobility Sustainable business and production models Transition to a circular economy Sensible and sustainable consumption Transformation of the production system Stable and quality employment Solid, democratic, efficient and transparent institutions Public administrations that promote sustainability and equality Fight against all types of violence Citizen awareness Sustainable lifestyles Collaboration between stakeholders

2. For more information on the cultural dimension of the 2030 Agenda, visit [http://www.agenda21culture.net/sites/default/files/culturaods\\_web\\_es.pdf](http://www.agenda21culture.net/sites/default/files/culturaods_web_es.pdf).

## WHAT OPPORTUNITIES DOES IT REPRESENT FOR LOCAL GOVERNMENTS?

- It offers a **homogeneous framework for a more efficient planning of sustainable development** in the territory and in synergy with different levels of government from a local to global approach and vice versa.
- It provides an opportunity **to revitalise and update the agenda of each territory from the perspective of sustainable development with a broader and more inclusive approach, and by identifying the main challenges that exist in each context.**
- Its **inclusiveness** promotes change at the local level, which is necessary to coordinate and integrate, from a multidisciplinary perspective, the set of local policies and plans that contribute to sustainable development in the medium to long term.
- Provides a **roadmap** for better planning, monitoring and measurement of the results obtained.
- Its open approach to participation offers **new frameworks for synergies** with various public-private stakeholders.
- **It reorients and reinforces local policies** towards a more sustainable and inclusive development and promotes **greater policy coherence.**

- It generates a new **shared language** that promotes participation and represents the voice of all the people in the territory.
- It improves the position of city councils, regional governments, autonomous governments, and the local private sector to access new **funding opportunities.**
- Its opens the door to **participating in international spaces and forums**, in dialogue and coordination with other local governments and international institutions, and contributes to global solutions from the local reality.
- Channels a greater awareness of **citizens as the engine of transformation towards more sustainable and inclusive development.**

The **2030 Agenda** is therefore a **new scenario of opportunities**, but it also entails an entire set of responsibilities for local authorities over the next Decade<sup>3</sup> as **protagonists in the implementation of the 2030 Agenda** from the reality of their territories, **centring their actions on people** (People), **the planet** (Planet), **prosperity** (Prosperity), **peace** (Peace) and **partnerships** (Partnership).

*To leave no one  
and no place behind*





# THE SUSTAINABLE DEVELOPMENT GOALS AND THEIR LOCALISATION

Within the framework of the **2030 Agenda**, **17 Sustainable Development Goals (SDGs)**<sup>4</sup> were agreed upon, with a completion target of 2030. Each SDG includes different targets (169 in total) that contribute to achieving different goals, from a holistic and systemic perspective that highlights the interrelation between the three dimensions of sustainable development: the economic, social and environmental dimensions.

## Want to know more about the SDGs?

- For an in-depth knowledge of each SDG and its targets, visit the [UN website on the SDGs](#).
- To learn about the links to Local Governments, we recommend the [United Cities and Local Governments \(UCLG\) Guide “Sustainable Development Goals, What Local Governments need to know”](#).

## SUSTAINABLE DEVELOPMENT GOALS



4. United Nations Sustainable Development Summit.

## What does “LOCALISING THE SDGs” mean?

Although **the SDGs are universal, they must be contextualised within each territory. Their implementation is therefore local**, promoting consistent decision-making among the different levels of administration and ensuring that the territory’s contribution to the SDGs enables it to make progress **from the “bottom up”** at the provincial, autonomous, state and global levels.

The **territorial approach** is therefore **key to the localisation and implementation of the SDGs**, as it comprehends the territory as a complex and dynamic space that is shaped by the social and historical relationships between the wide variety of stakeholders that inhabit it, in a state of constant interaction.

The development of this area must be seen as **systemic**, integrating social, economic, environmental and administrative components, and **dynamic, the result of the interaction between the different stakeholders** (multi-stakeholder approach). It is the result of a **participatory process of collective construction** where long-term challenges are shared, such as the SDGs identified in the territory.

This territorial development approach requires a **more efficient planning and management exercise that starts from the reality of the territory and the actions that are already underway**; how to promote a more inclusive and sustainable development with the current capacity and what is needed for a more transformative impact, one that leaves none behind. An integrated planning of municipal policies means of implementation and the measurement of progress and achievements is essential to this exercise.

**By means of localisation, the SDG targets and indicators are adapted to local realities.** *The Association of the del Local Administrations of Huelva relates its experience.*

In this way, the localisation of the 2030 Agenda is **an opportunity to reorient local priorities and needs** towards a more sustainable and socially inclusive development.

## Why is it important to localise?

All SDGs have **targets linked to the responsibilities** of local governments and especially to their responsibility to provide services and promote endogenous, inclusive and sustainable territorial development. It is **a process to empower all local, public, private and civil society stakeholders, including non-organised citizens**, in order to contribute to sustainable development based on locally identified needs and challenges. The SDGs can only be achieved if **local stakeholders are fully involved, not just in the implementation, but also in the definition and monitoring of the local 2030 agenda.**

### The international framework of the Localisation Agenda: opportunities of the Spanish decentralised framework for a multi-stakeholder, multi-level and bottom-up agenda construction.

The following table displays the key milestones of the International Development Agenda that consolidate the growing weight of the SDG localisation processes in the territories and their “bottom-up” construction, generating multi-level coherence between different levels of administration.

Around these agreements, **local stakeholders can play a relevant role in international dialogues on the advancement of the Global Agenda from the territories, its challenges and opportunities.**

Given its specific decentralised structure, the Spanish General Administration possesses the ideal conditions to be a benchmark for the Global Development Agenda, based on a commitment to localising the global SDGs at the local level and **building them from the bottom up, contributing to the provincial, regional, national and international SDGs.**

<p><b>Dialogues within the UN Development Group on localising the Post-2015 Development Agenda</b></p>	<p>Acknowledgement of the role of local and sub-national authorities as key stakeholders for the new International Development Agenda and their commitment to integrating the human rights approach into the Agenda.</p>
<p><b>Global Task Force</b></p>	<p>It enables the active participation of local stakeholders through the United Cities and Local Governments (UCLG) and the Global Task Force.</p>
<p><b>Reforming the UN's Development System: reorienting the system to enhance and articulate a multi-level multi-stakeholder process for the implementation of the 2030 Agenda</b></p>	<p>The challenges of sustainable development require collective, coordinated and complementary actions by all public and private stakeholders, with local governments playing a key role in responding to the challenges in each territory.</p>
<p><b>UNDP ART Initiative (Articulating Territorial Networks for Sustainable Human Development)</b></p>	<p>Strengthening the roles of local and regional governments as key partners and agents for the development of local governance and local development programmes. The UNDP Art Initiative provides key support to local and regional governments in the process of localising the SDGs.</p>
<p><b>Local 2030</b></p>	<p>This platform enables local governments to share tools, experiences, new solutions and guidelines that support the localisation of the SDGs. Specifically, they provide a toolbox with a wide range of concrete, practical and adaptable mechanisms and instruments for implementing, monitoring and reviewing SDG actions within the local context.</p>
<p><b>Seville Commitment</b></p>	<p>A strong commitment to <i>“placing local governments and their populations, local businesses, grassroots organisations and other local stakeholders at the centre of the development, implementation, monitoring and review of SDG policy, as well as to promote territorial and rural-urban cohesion, sustainable cities and rural areas, through cross-sectoral and integrated approaches to sustainable local and territorial development...”</i>.</p>
<p><b>FEMP Declaration 2030 Agenda</b></p>	<p>It renews and politically reinforces the leadership and commitment to develop the SDGs in cities and territories from the bottom up.</p>
<p><b>Action Plan for the Implementation of the 2030 Agenda. Towards a Spanish Strategy for Sustainable Development</b></p>	<p>The Action Plan highlights how “local and regional governments can support the achievement of the SDGs through bottom-up action, and how the SDGs can provide a framework for local development policy”.</p>
<p><b>Policy Options Report for the Financing for Development Agenda, Proposals of the Government of Spain, 23 September 2020 to the UN General Assembly</b></p>	<p>At the request of the Government of Spain, it includes the need for the mobilisation of public and private financial resources for the achievement of the 2030 Agenda to include the financing of territorial development and to be integrated into the process of localising the SDGs.</p>

## How does it contribute to the work of local authorities and their commitment to the citizens?

- Designing local public policies taking into account a **more comprehensive and rights-based approach**.
- Facilitating the **recovery, implementation or deepening of pre-existing planning processes** from a greater awareness of the interrelationships and the effects that different policies may have.
- Redirecting the formulation of **medium- and long-term goals** in accordance with the local challenges and issues to be addressed.
- Promoting the **prioritisation and monitoring of policies**.
- Facilitating the **monitoring of public policies and the measurement of results** that are already consolidated.
- Promoting the **articulation of local policies at the provincial, regional, national and international levels**.
- Incorporating the **three dimensions of sustainable development** (economic, social and environmental) in

the design and implementation of local policies.

- Enabling the focused implementation of **specific actions for individuals and groups in conditions of greater vulnerability and exclusion**.
- Promoting **active listening to other voices** during the process, beyond the public sphere, and the **mobilisation** of stakeholders such as civil society and academia, so they may contribute to the 2030 Agenda from their fields of action.
- **Raising public awareness** of the importance of adopting more sustainable lifestyles **and empowering citizens** to promote and demand that governments make a strong commitment to the 2030 Agenda .
- To foster the **mobilisation of the business sector and other stakeholders towards collaboration, co-creation and innovation for sustainable and inclusive development**.

## The Sustainable Development Goals and the New Urban Agenda

If, as we have seen, the **2030 Agenda** is the **framework for designing sustainable and inclusive development policies** and the **SDGs** set out the “what”, then the **New Urban Agenda** is a framework for action linked to the achievement of SDG 11 to make cities more inclusive, safe, resilient and sustainable. The New Urban Agenda is therefore part of the 2030 Agenda.

The **Local Urban Agenda** is an especially **useful tool and an excellent opportunity for greater coherence and complementarity of the policies based on SDG 11**. The Urban Agenda contributes to organising decision-making in urban environments with a strategic vision so that all decisions are coherent, systematic, integrated and based on the coordination and cooperation by all municipal areas with the rest of the administrations and agents involved.



Source: **FEMP**.

# IV.

## STEPS FOR THE DEFINITION AND IMPLEMENTATION OF THE 2030 AGENDA

**The road to localisation commences from an unbeatable starting point: the considerable experience and know-how of each and every local authority.** From large cities to small municipalities in rural and depopulated Spain, city councils, regional governments, and island councils have attended to the needs of the inhabitants in their territory by providing public services for years.

Thus, taking this reality as a starting point, the **process of localising the SDGs in the territories involves**, as will be explained throughout this Guide, **working in an integrated and articulated manner around the following fundamental areas of transformation:**

- The **design and/or adaptation of plans and policies** to address the challenges of sustainable development and progress in achieving the SDGs in the territory, from a correct diagnosis that enables the identification of the main existing challenges and the groups that are being left behind, to their implementation and monitoring.

- **Generating knowledge, interest and commitment among citizens.**

- **Developing the capacities** required by this Agency within the Administration and in private stakeholders.

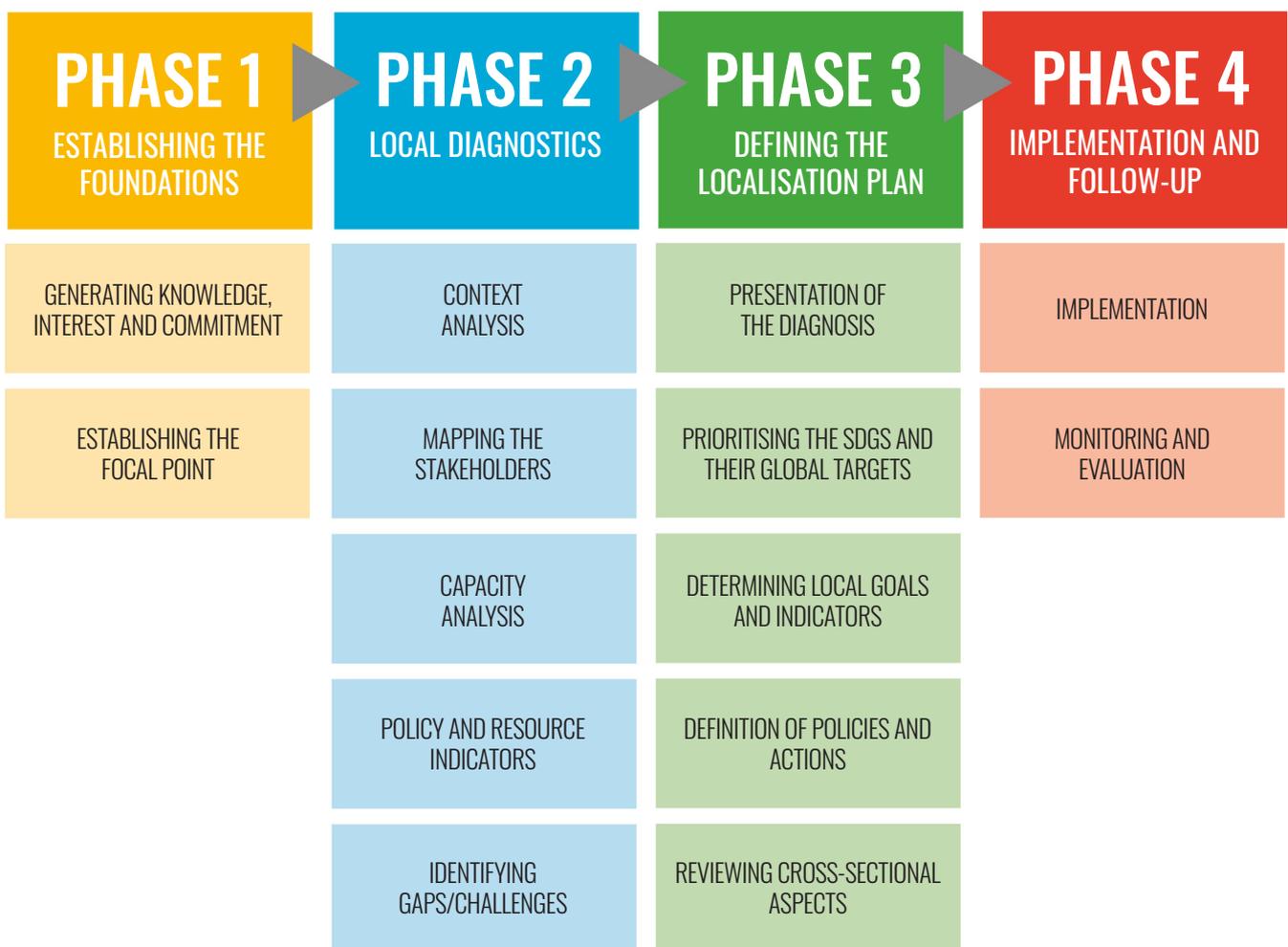
- **Mobilising collaboration and dialogue between public and private stakeholders** for the design and implementation of plans and policies.

- **Attracting public and private funding** for plans and policies for sustainable territorial development and the achievement of the SDGs.

The following pages offer a **roadmap to accompany cities, provincial, regional and island councils on this path.** The necessary steps and strategies may be followed in a simple and practical manner to successfully incorporate the principles of the 2030 Agenda into local planning.

The explanation of each step is accompanied by various tools and experiences from other local bodies in the Spanish and international context in order to continue learning. Likewise, given the diversity of Spain's local reality, each step will reveal the particularities and challenges of the smallest municipalities, of rural and depopulated Spain and of its island territories.

Let's begin the tour...



# PHASE 1

## ESTABLISHING THE FOUNDATIONS

### 1.1. GENERATING KNOWLEDGE, INTEREST AND COMMITMENT



#### WHAT IS SOUGHT?

A key aspect in the process of localising the 2030 Agenda is the need for the **involvement and commitment of all civil servants and citizens**. To this end, it is important that the 2030 Agenda is well-known, and its opportunity and challenges as a project for transformation and collective construction is suitably communicated. The goal is to conduct a series of actions both in the public sector and among the citizens to raise awareness of the 2030 Agenda and the SDGs and thus evoke the interest and involvement of all parties (the entire social fabric of the territory, including the private sector). Within the political sphere, it is also advisable that the 2030 Agenda be well-known and recognised by all the political bodies that exist in the territory. This step is key to establishing the groundwork for the following phases and building a narrative around the progress of the localisation.



#### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

Given their proximity to the citizens, local governments are key to promoting their own involvement and that of other stakeholders present in the territory (civil society organisations, the private sector and academia) through:

##### 1. RAISING AWARENESS BY THE LOCAL GOVERNMENT ITSELF:

- **An institutional declaration of commitment made by the government of the territory**, which includes as many political forces and public stakeholders as possible. As this is a long-term process, it is necessary to ensure continuity and strategic direction beyond one government cycle, in order to generate predictability and stability that will enable the achievement of transformative impacts on the identified goals.
- **Internal reflection** (e.g. through a working group led by the President's Office and the Mayor's Office together with the whole of the government team, and the participation of the technical representatives of all areas) on the **opportunities provided by the SDGs** to improve planning and internal management, to bring about changes in the institutional culture, to improve the provision of services to citizens by means of a more comprehensive and coordinated approach, among other aspects.
- Depending on the level of knowledge of the government team and the technical staff, **to design a training plan on the 2030 Agenda and the SDG localisation process** (online course, seminar, workshop...) intended for the entire institution and not just the people in charge of this process.
- **Joining the Network of Local Bodies to develop the SDGs of the 2030 Agenda.**
- **Create a working group with political and technical representatives to lead the SDG localisation process**, with the capacity to engage and convince the rest of the institution<sup>5</sup>.
- **Inform the public** of all the steps taken by the local government (press releases on the institutional website, dissemination in the media and on social networks, etc.).

5. For more information, see page 24 of the *"Guide for the Localisation of the SDGs at the local level in Andalusia"*.

## 2. RAISE AWARENESS AMONG CITIZENS ON THE POSITIVE IMPACT OF THE SDGS ON IMPROVING THEIR QUALITY OF LIFE AND EMPOWER THEM AS AGENTS OF CHANGE FOR TRANSFORMATION:

- **Organise events to present the 2030 Agenda**, conveying the institutional will to develop it with the participation of the different stakeholders.
- **Organise campaigns to promote sustainable habits**, responsible consumption, recycling, etc... linking them to the 2030 Agenda.
- **Promote cultural activities** (theatre, music, painting...) **and sports** as collective stimuli for greater knowledge and engagement with the SDGs.

## 3. ESTABLISH SYNERGIES WITH OTHER STAKEHOLDERS:

- **Mobilise and reinforce alliances between the different local stakeholders** (NGOs and tertiary sector organisations, business networks, chambers of commerce, universities, schools and secondary education institutes, libraries, adult education schools, trade unions, media, etc.) by signing agreements for collaboration, joint public awareness campaigns, etc. To this end, the existing associative fabric in the territory will be identified, and in its absence, the necessary resources will be mobilised for its creation.
- **Promote complementary Education for Sustainable Development initiatives** in local formal, non-formal and informal educational spaces in order to integrate the SDGs.
- **Support university initiatives** to integrate the SDGs in different areas of knowledge.



### CONSIDER THAT IN THE CASE OF...



**SMALLER AND/OR RURAL MUNICIPAL AREAS** neighbourhood associations, reading clubs or libraries, the school or the village bar may become key places in which to distribute information on which actions in our daily lives are already contributing to the SDGs, and raise awareness on issues of environmental sustainability, energy efficiency, etc.



In **RURAL AND MOUNTAINOUS COMMUNITIES OR IN ISLAND TERRITORIES**, access to new technologies is key to overcoming the feeling of "isolation" (e.g., as in face-to-face training and activities for raising awareness). In this regard, the commitment and support of the regional governments and/or provincial councils is required to guarantee this access in the most remote and isolated areas.

## CLARIFICATION REGARDING THE TERMINOLOGY USED THROUGHOUT THE GUIDE

**Working group:** Group consisting of political representatives and technical staff to discuss and make proposals regarding the 2030 Agenda and its integration into municipal policies and programmes and to energise and involve the rest of the local authority in the process of localising the SDGs. It is recommended that this group remain open to other non-public stakeholders (civil society, academia, the private sector, etc.) to ensure inclusive participation throughout the process.

**Focal Point:** Person or area of reference in the process of localising the 2030 Agenda in the Local Authority. In the case of an individual, this is usually a high-ranking official or member of the municipal government in charge of municipal areas. The Focal Point may be the person responsible for an area or the area itself, or occasionally, a new unit may be created for this purpose.

**Focal points in other areas of the local authority:** It refers to the referents in the organisation that contribute to the comprehensiveness of the localisation plan (including the adequate mainstreaming of approaches to human rights, gender, children, equality and sustainability).



## TOOLBOX

- Model of institutional declaration.
- General Information on affiliation to the Network of Local Bodies for the 2030 Agenda - FEMP.
- Questionnaire on the Knowledge of the SDGs from the *"Guide for Localising the SDGs at the local level in Andalusia"*.
- The Guide *"170 Actions to Transform Our World"* provides ideas on how citizens can include the SDGs in their daily lives.
- UN Campaign *"Be the Change. Take the Challenge"*.
- UN Campaign *"Act Now"* for individual action on climate change and sustainability.



## LEARNING FROM OTHER EXPERIENCES

- Example of a publication on an institutional website <http://www.dpz.es/noticias/por-la-incorporacion-la-di-the-arbitration-of-saragossa-to-the-process-of-localisation-of-agenda-2030-and-the-promotion-of-sustainable-development-objectives-in-the-province>
- *The Cities Alliance for Sustainable Development* responds to the will of the Consell de la Generalitat Valenciana to provide information and communicate locally the importance of committing to the SDGs.
- *DEAR Programme* of the European Union.
- Flemish Mayors (Belgium) explain the Sustainable Development Goals to their citizens <https://platforma-dev.eu/flemish-mayors-explain-the-sustainable-development-goals-in-video/>



## BEFORE THE NEXT STEP, REMEMBER THAT...

- **Public awareness campaigns are a great way to mobilise and build alliances** between different local stakeholders. The greater the active involvement of other local stakeholders such as civil society and the private sector, the more legitimate and relevant the inclusion of the SDGs in local planning will be.
- The promotion of **multi-stakeholder spaces** permits, among other positive aspects, **a greater engagement with the 2030 Agenda and the legitimisation of the decision-making process.**
- It is necessary to emphasise the **opportunity represented by this universal and local Agenda to fulfil the citizens' aspirations** for a better, more sustainable, just and inclusive society in the future.
- It is **essential to ensure diversity** in all organised initiatives (participation by people from different cultural backgrounds and origins, genders, people with disabilities, ages, etc.).
- It is essential to **create spaces in which to exchange experiences and seek joint solutions.**
- **Take advantage of networks and organisations** that are already promoting sustainable development strategies, for example, within the framework of Agenda 21.

## 1.2. ESTABLISHING THE FOCAL POINT OF THE 2030 AGENDA

### WHAT IS SOUGHT?

A key initial step in the localisation process is to **designate the person/area** within the local government in charge of promoting and coordinating the process of SDG localisation and implementation, as well as monitoring progress in achieving the priority challenges identified and the targets set, in order to make adjustments if deemed necessary.

### WHO IS/CAN BE THE FOCAL POINT FOR THE 2030 AGENDA WITHIN LOCAL GOVERNMENTS?

This area must **report directly to the office of president of the regional/provincial/island council or the mayor's office** in order to guarantee the capacity to engage and coordinate the different areas involved in implementing the SDGs. It is recommended that the teams include people with political responsibilities as well as technical staff.

### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

- Check if an area in charge of this function already exists.
- If it exists, assess its real capacity to carry out this process and, if necessary, the need to reinforce them (e.g. additional staff, training, etc.).
- If it does not exist, it must be created. It is highly important for this area to have the strongest political and institutional backing possible in order to ensure the legitimacy of the SDG localisation and implementation process.
- Inform and establish synergies with the other areas. It is important that this coordination mandate comes from the policymaker and that a person is appointed in charge of each area to facilitate coordination and information exchange with the focal point of the 2030 Agenda.

### FUNCTIONS OF THE POLITICAL REPRESENTATIVE WITHIN THE AREA

- Disseminate the process of localisation and implementation of the SDGs at the local executive and legislative levels.
- Present the global SDG targets and the national and provincial targets that are relevant for the local reality, to the entire cabinet.
- Determine the composition of the team in charge of the localisation process.
- Coordinate the local diagnostic process to identify the priority challenges to be addressed.
- Coordinate the process of prioritising goals, determining local targets and indicators, defining policies to achieve these targets (including, when necessary, the reorientation of existing goals or the definition of new lines of work in the form of local policies).
- Coordinate the drafting of the final document of the Localisation Plan.
- Coordinate the process of the implementation and monitoring of the Localisation Plan.
- Inform about the different stages of the process and the progress being made.

## FUNCTIONS OF THE TECHNICAL TEAM

- Identify, for each SDG, the areas and/or programmes of the municipal area that are already contributing to or are related to the 2030 Agenda.
- Establish guidelines for work routines, such as meeting schedules, drafting reports, ways of recording activities, etc.
- Coordinate the process of conducting the local diagnosis.
- Develop the technical proposal for the prioritisation of SDG goals and targets.
- Develop the technical proposal for setting local targets and indicators and the policies to achieve these targets (including, if necessary, the reorientation of existing policies or the definition of new lines of work in the form of local policies).
- Develop the technical proposal for the monitoring system.
- Design and implement the communication plan for the SDG initiative, which will run in parallel with the entire localisation process.
- Call for or design multi-stakeholder spaces in which to involve different stakeholders present in the territory (social, business, academic organisations, etc.) in the localisation process.

## CONSIDER THAT IN THE CASE OF...

 **MEDIUM OR SMALL MUNICIPAL AREAS** this may be a small team. In this case, good coordination and information exchange with other sector-based (education, employment, etc.) and cross-sectional (gender equality, children, environment, etc.) department areas will be key. Even in very small and rural municipal areas with highly limited local governing bodies, this responsibility lies with the mayor or the deputy mayor. In rural areas that consist of small municipal areas, mayors can be good allies in this process. In large or urban municipal areas this team is likely to be more complex, therefore it is recommended to create sub-committees or theme-based working teams for a more productive working dynamic.

## TOOLBOX

**Figure 1.1.1:** Identifying the municipal areas directly linked to the adaptation of the goals to facilitate the relationship between the SDGs, the different levels of government, and the technical and political officials in charge.

SDG	TARGET	AREAS/COUNCILLORS OF THE CITY COUNCIL/REGIONAL BODY						
		Services Social	Employment	Urban Development	Culture	Means Environment	Equality Gender	Economy
SDG 1...	1.1. 1.2....							

Source: Based on the Manual for the Local Adaptation of the Sustainable Development Goals, Argentina.



## LEARNING FROM OTHER EXPERIENCES

- ALMERÍA 2030 as a municipal corporation.



## BEFORE THE NEXT STEP REMEMBER THAT...

- Establishing an **interdisciplinary working group** is a good way to link up the areas of local governing bodies. These groups are usually led by the mayor or president in order to mobilise the interest and commitment of all areas, departments and institutions.
- It is important for the focal point to take into consideration any existing planning background in their territory (previous or current strategic plans, area-related action plans, etc.), as well as the experience of the municipal areas in charge of them.
- It is essential to **involve and coordinate with the areas/focal points in charge of integrating the cross-sectional approaches** (human rights, gender, children, equity, sustainability, etc.) when defining goals, targets and indicators that mainstream these perspectives both in the planning and in the monitoring of local goals.
- The **active involvement of the data and statistics areas** is key to defining both targets and indicators as well as the follow-up of the Localisation Plan. In the absence of these areas, this process presents an excellent opportunity to explore how to improve the compilation and systematisation of statistical data from information that exists at the municipal, provincial and national levels.

## PHASE 2

### LOCAL DIAGNOSTICS

## 2.1. CONTEXT ANALYSIS

### WHAT IS SOUGHT?

When establishing the priorities and actions to be conducted in order to contribute to the SDGs, the first and most essential step is to **have a thorough knowledge of the reality of the people who inhabit the cities and towns in the territory**, their **different interests and needs** according to their age, gender, origin, etc., as well as **the environmental challenges of the territory** and the **opportunities and difficulties** faced by the business sector.

### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

1. **Review diagnostic documents and/or strategic planning documents and current or previous local plans** (e.g. Agenda 21, EDUSIs, Local Urban Agendas, etc...) **or other sources of information** (e.g. eco-barometers...).
2. Assess whether this information needs to be updated and identify existing information gaps.
3. The focal point must coordinate the analysis and systematisation of relevant information with the different sector-based and cross-sectional areas/departments. If necessary, they must also coordinate with the sector-based and cross-sectional departments of the regional governments.
4. Verify the availability of current statistical data in provincial councils (e.g. Local Infrastructure and Facilities Survey) or in the Regional Statistics Institute, the National Statistics Institute, etc...
5. If available, **coordinate with the statistical** or similar **area** of the local government.
6. **Analyse the opportunities presented by the 2030 Agenda for developing the territory and the main local issues** (including the reality of the most vulnerable groups and the particular needs of women) with the areas that must participate in this process.
7. Assess the degree of priority to be given to the compilation and analysis of **qualitative information** that may be obtained from meetings with the policymakers and technical staff in the local government (interviews with local informants: local experts, members of civil society organisations, representatives of economic sectors, etc.; and participatory activities: participation sessions, public perception surveys, etc.).
8. Draw up a **concise and practical diagnosis** that enables **decision-making** for the next steps of the SDG localisation process, and which is **useful for management** within the Local Government.
9. **Validate** the final diagnosis document in a workshop or session **internally and with the rest of the stakeholders involved**.

### CONSIDER THAT IN THE CASE OF...



**SMALL AND RURAL MUNICIPALITIES** this type of information will be scarcer, and it may be more suitable to focus on collecting qualitative information from municipal officials, the people themselves and other local stakeholders. In larger cities and municipalities, quantitative information and reference documents are more likely to be available, and can provide a fairly complete basis for the diagnosis.



## WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

Create a **multi-stakeholder space** in which all the stakeholders present in the territory (civil society, private sector, academia...) can submit and contribute to the diagnosis in order to endow the diagnosis and subsequent planning with greater legitimacy. This may be through face-to-face interactions or through surveys, citizen participation channels on institutional websites, etc. Universities, and specifically **sustainability observatories** or other more-sector based observatories, are also a rich source of information.



## TOOLBOX

### THE KEY ELEMENTS OF A DIAGNOSIS

- The structured and synthetic compilation of the most relevant aspects and challenges observed in the territory (including gender discrimination and the main problems of people living in conditions of greater vulnerability and exclusion).
- Integration of qualitative and quantitative aspects.
- Identification of priority areas for action within the framework of the 2030 Agenda from a cross-sector perspective.
- Despite its concise nature, the wording should be rigorous and avoid overly generalised messages.

### LANGUAGE/STYLE

- A balanced combination of text and diagrams, graphs and data tables, and content summary.
- Concise and technically rigorous but also comprehensible texts.

Source: Adapted from the *Methodological Guide for Revising Local Agenda 21 Action Plans in Municipalities within the Basque Autonomous Region*.

- [Manual for Integrating the Gender Perspective in Local Development](#).
- For other interesting tools, visit LOCAL 2030.



## LEARNING FROM OTHER EXPERIENCES

- [Diagnostic Study of the Current Situation and Evaluation of the City of Seville](#) with regard to the fulfilment of the 17 Sustainable Development Goals of the 2030 Agenda.
- [Almeria 2030](#).
- [Study on the Sustainable Development Goals at the municipal level - Fuenlabrada City Council](#) (includes baseline).



## BEFORE THE NEXT STEP REMEMBER THAT...

- A good initial mapping of existing reports/diagnoses and the identification of information gaps **prevents having to start from scratch**.
- Given that time and technical capacities are often limited, it is key to **focus on areas that are deemed a priority and that may have the most gaps in previous information**.
- The ideal step would be to **combine different sources of information** (quantitative, documentary and qualitative).
- The **main target groups** are **policymakers and technical staff**, as well as **social and economic agents present in the territory**, in addition to the general public.

## 2.2. MAPPING STAKEHOLDERS IN THE CIVIL SOCIETY, PUBLIC SECTOR AND THE PRIVATE SECTOR WITH REGARD TO THE SDG

### WHAT IS SOUGHT?

The localisation plan is a commitment to working together for the sustainable and inclusive development of the territory. Therefore, once we have the updated “picture” of the territory and its people, it is necessary to identify the agents of development that are present, are interested in the process, and who influence or may influence it and/or are relevant. This mapping should be as comprehensive as possible in order to leave none behind.

### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

**1. Identify the main stakeholders** present in the territory. *Source: Adapted from Guide for the Implementation of the SDGs at the local level in Andalusia.*

**2. Analyse their characteristics with regard to their mission and activities, willingness to participate, collaborate and contribute to the process** of collective construction of the 2030 Agenda. It includes an analysis of relationships between stakeholders, a key issue if multi-stakeholder partnerships and approaches are sought.

This mapping of stakeholders and the relationships between them entails an awareness of the inherent diversity, reality and complexity of the territory’s social and political reality, and it must facilitate the promotion of instances or spaces for dialogue and exchange, which is essential to facilitating the participatory processes of the 2030 Agenda.



*Source: Adapted from the Guide for the implementation of the SDGs at the local level in Andalusia.*

### CONSIDER THAT IN THE CASE OF...



**SMALLER AND RURAL MUNICIPALITIES**, neighbourhood and cultural associations play an essential role, as do parish districts.

- In smaller municipal areas, SMEs will have a key role to play in promoting a local production sector and even propose innovative and sustainable solutions.
- Rural municipalities, schools and libraries are a key dissemination stakeholder<sup>6</sup>.

<sup>6</sup>. Interesting experiences: “The World’s Largest Lesson”  
<https://www.unicef.es/noticia/la-leccion-mas-grande-del-mundo-los-ods-en-la-escuela;>  
[https://escuelasdesarrollosostenible.org/;](https://escuelasdesarrollosostenible.org/) [https://aulasods.com/.](https://aulasods.com/)



## WHAT CAN EACH STAKEHOLDER CONTRIBUTE?

### REGIONAL AND LOCAL GOVERNMENTS

- Ascertain the people's knowledge of the SDGs.
- Promote multi-stakeholder and multi-level models for governance and participation.
- Establish priorities for action and strategic plans aligned with the SDGs.
- Integrate the vision of inclusive sustainable development in its policies.
- Pursue medium- to long-term strategies involving key agents.
- Promote change in institutional culture to more inclusive and cross-sectional means of management, generating a common and inclusive language and shared knowledge management, among other aspects.

### CIVIL SOCIETY

- Define concrete proposals and transformative policies based on their knowledge of the reality and from cross-sectional approaches (gender, human rights, equality, children, etc.).
- Demand that the public authorities fulfil their commitments and obligations to achieve the SDGs.
- Support and accompany people in situations of exclusion and vulnerability so that they can make their demands heard and ensure that individual and collective interests are included in the localisation plan.
- Report situations of exclusion and human rights violations that occur within the territory.
- Raise awareness of human rights and promote citizen engagement in achieving the SDGs.

### AGENTS OF INFORMATION AND DISSEMINATION AGENTS (educational centres and universities)

- Conduct research on the SDGs.
- Search for innovative solutions and approaches.
- Educate about and promote values for inclusive sustainable development.
- Mobilise and engage children and young people.
- Raise awareness for responsible citizenship.

### PRIVATE SECTOR

- Generate social value and take responsibility for environmental protection.
- Incorporate sustainability criteria, long-term thinking and environmental, social and governance (ESG) performance criteria in their business models.
- Apply new technological solutions and be an agent of innovation.
- Participate in the development of partnerships.

Source: *Guide for the Implementation of the SDGs at the Local Level in Andalusia.*

## TOOLBOX

**Table 2.2.1 Identifying stakeholders who are directly related to the adjustment of the SDGs and their targets:** This table must list the actions for each SDG and their targets, listing the technical and political agents with whom the focal point must liaise during the localisation process.

SDG	Targets	PUBLIC SECTOR LOCAL (e.g...)			Private Sector	Civil Society	Academia	Other Stakeholders
		Health	Employment	Public Works				

Source: Adapted from *Manual for the Local Adaptation of the Sustainable Development Goals (Argentina)*.

To learn more about how these stakeholders are linked to the SDGs, consult some of these guides:

*Guide for SMEs in light of the Sustainable Development Goals*

*Getting started with the SDGs in Universities*

*NGOs in light of the Sustainable Development Goals*

*NGOs in light of the SDGs. A Proposal for Action by the Global Compact*

## LEARNING FROM OTHER EXPERIENCES

■ [SDG Agents Network Malaga](#)

■ [Almería 2030 - SWOT](#)

## BEFORE THE NEXT STEP REMEMBER THAT...

- Mapping the various stakeholders will help to **identify their contribution to the SDGs and the targets proposed at the local level**, as well as to the localisation process as a whole, and **learn who may be allies, opponents or hold neutral stances**.
- The important role that may be played by all the stakeholders in the territory, **such as trade unions and employer organisations, the media, neighbourhood associations and cultural groups, local action groups, tertiary sector organisations, foundations, among others**.
- Regarding civil society, it is key to identify the **women's rights organisations** that are active in the territory, as well as **organisations representing groups that live in situations of greater vulnerability** (e.g. immigrant organisations, people with disabilities, children, the elderly, etc.).

## 2.3. CAPACITY ANALYSIS



### WHAT IS SOUGHT?

After the main stakeholders in the territory have been identified, it is necessary to **understand the real capacities of the local authority itself and the aspects that must be strengthened** in order to fulfil the process of localising the SDGs, its implementation, and monitoring. It is also essential to assess the **capacities of the technical staff** throughout the process in order to ensure that in addition to the Focal Point individual/area, there are trained and committed staff working for the 2030 Agenda in all areas of local governance.



### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

1. Carry out a brief prior consultation through individual interviews with the government team and the technical staff of the local authority.

#### SUGGESTED CONTENTS FOR PRIOR CONSULTATION

- Level of knowledge and interest in the 2030 Agenda and the SDGs.
- Training and tools required to fulfil their role.
- The potential contribution made by local competences and each working area to the SDGs.
- Data collection and systematisation system (technical and technological capabilities).
- Level of involvement in planning processes in the institution (strengths and weaknesses).
- Capacity for programme monitoring and evaluation and projects and aspects to be reinforced.
- Capacity to promote spaces for participation and dialogue with civil society and other stakeholders, from the identification to the evaluation of public policies and their specific programmes.
- Degree of dialogue with other government bodies at the regional and national level.

2. Organise a **workshop** to share the results of the consultation/interviews with political representatives and staff/area representatives from different departments/areas of the local authority, including the human resources department.

3. Draw up a **training plan** (online, face-to-face, etc.) for technical staff and the governing team.

4. Identify and distribute the **tools** (guides, studies, etc.) that may be of use to them.

5. With regard to **other stakeholders**, it is advisable to hold some work meetings, especially with networks of NGOs or business associations, to analyse their capacities and plan training activities (either directly or through multi-stakeholder spaces).



## CONSIDER THAT IN THE CASE OF..



**SMALL AND RURAL MUNICIPALITIES**, the **lack of resources and capacities** is particularly critical for many medium and small towns and for rural municipalities. For this reason, the provincial councils, regional bodies and the central administration should provide technical support, training proposals, online courses, circulate tools, etc... Likewise, it is essential to participate in reference spaces and networks where experiences and challenges may be shared and knowledge regarding solutions applied in other territories with similar characteristics and challenges may be gained. **The Spanish Federation of Municipalities and Provinces (FEMP)** plays a **key role in articulating these demands for training** and in supporting municipalities and municipal bodies.



**ISLAND TERRITORIES**, there may not be many specialists in this field and therefore, online participation in workshops and training sessions, through new technologies, may be a key to bridging this gap.



## TOOLBOX

- **Continued training programme** conducted by the **FEMP** for local civil servants.
- **UCLG Training modules and other training resources in Local2030 (Video presentation)**: Of particular note are the learning modules jointly developed by the United Nations Development Programme, UN Habitat, Global Taskforce, UCLG and the Diputació de Barcelona:

**Learning Module 1**: Localising the SDGs.

**Learning Module 2**: Territorial planning to achieve the SDGs.

**Learning Module 3**: SDG reports.



## LEARNING FROM OTHER EXPERIENCES

- Training the government team and municipal areas on SDGs in the town councils of **Terrasa** and **Granollers**.



## BEFORE THE NEXT STEP REMEMBER THAT...

- Having the right skills in place is key to the implementing the Localisation Plan. Analysing these capacities will enable a **better response to long-term challenges** instead of focusing solely on immediate problems.
- A clear vision of current skills will help **promote a change in the institutional culture itself and strengthen the specific knowledge and skills** that enable a more efficient use of available resources on a day-to-day basis.

## 2.4. ANALYSING LOCAL POLICIES AND RESOURCES



### WHAT IS SOUGHT?

The essence of the **SDGs** lies in the **DNA of the work that is already performed by local governments**, but the **localisation** process offers, among other advantages, the **opportunity to conduct a more integrated management that has a greater impact** on people's quality of life and the environmental sustainability of the territory.

Specifically, this analysis makes it possible to **organise the policies, programmes and actions that are already underway "in line with the SDGs", without losing the integral nature of the 2030 Agenda (and the relationship between the different goals and targets)**; to identify remaining **needs** and challenges in order **to make better progress** towards fulfilling the priorities identified; **and to quantify the necessary resources**. This step is key to ensuring that the subsequent design and management of policies and programmes will be geared towards achieving the SDGs within and from the territory.

The 2030 Agenda is a Co-responsibility Agenda and therefore different local policies must be consistent with the principles of sustainable development as proposed by the 2030 Agenda. A consistency that implies an integrated vision, one that can identify the positive and negative synergies that occur between the different actions at the local level, and between these and those that are decided at other levels of government, so the necessary adjustments may be made in order to avoid or minimise undesired effects.

### OBSERVATIONS REGARDING POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT <sup>7</sup>

- **Analyse the interactions (synergies or contradictions) that may exist between different policies and related actions and goals.**
- Review the consistency of strategic and policy documents with the principles of the 2030 Agenda.
- Review the interactions between local, regional and national frameworks of competence.
- **Redefine strategies or policies to overcome contradictions and exploit positive synergies.**



### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

**1. Identify strategic planning instruments** currently in place in local governments, in order to decide how to conduct the localisation process:

- Build the local 2030 Agenda by aligning the local strategic plan to the SDGs or to other existing strategic plans (e.g. urban development, island territory plan, etc...)
- If available, the local Urban Agenda may be a starting point, in which case it will be necessary to ascertain its alignment with the 2030 Agenda and its response to all the challenges identified in the diagnosis.
- If available, build on the basis of the Agenda 21 and align and complement its actions with the 2030 Agenda<sup>8</sup>.
- If there is no reference plan, either because it is unavailable or the current plan is no longer in force, draft the SDG Localisation Plan from scratch.

<sup>7</sup>. Source: Adapted from "Policy Coherence at the Heart of the Transition towards Sustainability", Futuro en Común.

<sup>8</sup>. For example, Menorca's Urban Agenda aims to complement the Biosphere Reserve Action Plan from the perspective of people, towns and cities and, in general, all the rights linked to them.

2. The involvement of the **established working group is key**. Political involvement is also necessary (e.g. led by the president of the provincial council, the mayor or deputies and councillors in each area) to mobilise the interest and commitment of all departments and institutions.
3. Actively involve the areas or focal points that are responsible for **cross-sectional issues** such as human rights, gender equality, disability, children and youth, among others.
4. Identify the **relationship between the local authority's key areas of management and the SDGs** and their corresponding targets.
5. Indicate the **local policies, programmes or actions** that contribute, based on the issue/sector or problem they address, to each SDG and the management aspects of the previously identified Local authority.
6. Quantify the **financial, material and human resources**, either within the local authority or from other levels of government, for each of the policies, programmes, actions and/or services.
7. Identify the **needs** by analysing existing plans and programmes and current resources.
8. Identify **synergies and relationships** within the local government as well as with other stakeholders.
9. Conduct an internal **socialisation and validation** meeting/workshop with all departments involved.



### CONSIDER THAT IN THE CASE OF...



**SMALLER AND RURAL MUNICIPALITIES**, they are more geared towards the development of “traditional” services (utilities, lighting, waste collection, maintenance of green spaces).

In the case of large urban environments, they include other types of benefits and services, for example, for those geared towards production, social development and the promotion of rights.



### WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

Identify existing or potential collaborations with other stakeholders, for example:

- Partnerships as collaborative relationships between the public sector, the private corporate sector and civil society organisations to implement initiatives that have an impact on development and promote the creation of common agendas, as well as the pooling of resources, risks and benefits.
- Collaboration agreements with universities and research institutes.
- Programmes of civil society organisations that can contribute to the implementation of the Localisation Plan.


**TOOLBOX**

Table 2.4.1

MANAGEMENT ASPECT	SDG	TARGET/S	LOCAL POLICY	PROGRAMME AND/OR ACTION	HUMAN RESOURCES	BUDGET EARMARKED	SYNERGIES WITH OTHER PUBLIC-PRIVATE	NEEDS DETECTED
"Putting an end to poverty in vulnerable neighbourhoods within the municipal area"	SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable spaces.	11.1. (...) 11.2. (...) 11.3. (...) 11.4. (...) ...						


**LEARNING FROM OTHER EXPERIENCES**

- *"We Participate in Dipucordoba 2030"*: The 2019 Budget of the Provincial Council of Córdoba, aligned and presented with support for the SDGs, with its annex on the Analysis of the contribution of the 2019 General Budget to the SDGs (Plenary Session of 19-12-2018).
- *Provincial Council of Palencia "Towards a Sustainable Provincial Council: Integrating the SDGs into Management"* CNIS Award 2020 for its pioneering SDG-based project for budget transformation. To find out more about the process, visit: <https://www.diputaciondepalencia.es/noticia/20191122/presupuestos-2020-personas-municipios-desarrollo-socioeconomico>.
- *Methodology for budget alignment with the SDGs* Provincial Council of Badajoz.
- *Report on the alignment of the General State Budget* with the SDGs of the 2030 Agenda.
- ECLAC: *Note on Public Budget Planning and the SDGs*.


**BEFORE THE NEXT STEP, REMEMBER THAT ...**

- The decision on how to conduct the localisation process must be made by the local government itself, based on its reality and territorial capacity.
- It is essential for the priorities to be in line with their areas of competence and budget capacity.
- The availability of budgets that are classified or structured according to spending alignment with the SDGs makes it possible to identify the contribution of spending programmes to the SDGs and to be aware of needs and demands that have not been met. This is a first step in moving towards goal-based budgeting or impact budgeting.

## 2.5. IDENTIFYING GAPS AND CHALLENGES



### WHAT IS SOUGHT?

Identify the main gaps and challenges that exist between identified issues and challenges, current policies, plans and programmes, and the SDGs. This is an initial approach to identifying the areas with the most important gaps, problems or challenges, taking into account the reality of the municipal areas and the existing policies and actions.



### TASKS TO BE PERFORMED FROM MY INSTITUTION

1. Begin with the results of the initial diagnosis of the reality in the territory.
2. Identify, based on the analysis of local policies and resources implemented in the previous step (2.4), **the gaps that exist in relation to the different SDGs (aspects that are insufficiently or not covered at all)**.
3. If working groups are in place, validate this analysis. In the case of internal working groups, these conclusions/analyses must be presented in a contrastive session/workshop **with all involved stakeholders**.



### CONSIDER THAT IN THE CASE OF...



**SMALLER AND RURAL MUNICIPALITIES WITH FEWER FINANCIAL AND TECHNICAL RESOURCES**, the gap between the current situation and the SDGs they would like to achieve may be quite extensive, but what's important is to conduct this reflection so that they may gradually make progress in the following steps by setting **progressive goals in line with the existing capacities**.



**SMALL, RURAL AND/OR ISLAND MUNICIPALITIES**, these gaps are exacerbated by the impossibility of accessing digital tools, thus widening the **digital gap** and making it necessary to provide greater support in reinforcing digital skills.



### TOOLBOX

Table 2.5.1

MANAGEMENT ASPECT	SDG	TARGET/S	LOCAL POLICY	PROGRAMME AND/OR ACTION	GAP/ CHALLENGE
"Putting an end to poverty in vulnerable neighbourhoods within the municipality"	SDG 1, SDG 10, SDG 11	1.1, 1.3 11.1. (...) 11.2. (...)			



### BEFORE THE NEXT STEP REMEMBER THAT...

- Only with a **realistic view of what is being done and what needs to be improved**, can progress be made in a **more comprehensive and efficient management** which will contribute to a sustainable and inclusive development of the territory.
- The identification of existing gaps must be based on a comprehensive and multisectoral approach that inter-connects the effect of current policies to one or more SDGs.

# PHASE 3

## DEFINING THE LOCALISATION PLAN

### 3.1. PRESENTATION OF THE DIAGNOSTIC REPORT



#### WHAT IS SOUGHT?

Once the reality of the territory and its citizens is known, and the gaps and challenges that exist with respect to the achievement of the 2030 Agenda have been identified, it is time to share it with all the stakeholders involved in this process. While the municipal area is most likely already in the process of implementing several policies and actions aligned with the SDGs even if they have not been expressed in those terms until now, the diagnosis will help to identify the challenges ahead and the groups that are in danger of being left behind.



#### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

1. Systematise the **main conclusions** of Phase 2 of the local diagnosis, as well as the **recommendations** made for preparing the Localisation Plan and managing its implementation.
2. If there are working groups, **validate this report**. In the case of internal working groups, present these conclusions/analyses in a comparative workshop/session with all the stakeholders involved.
3. **Publicise the presentation of this report** through a press release, social media or other means of communication.



#### WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

Civil society forums and organisations, university observatories and business associations have a key role to play in making visible and disseminating within their networks and organisations the reality of their municipalities and the challenges they face in terms of the 2030 Agenda (publishing news on their websites, newsletters, etc.).



#### LEARNING FROM OTHER EXPERIENCES

- [Almeria 2030](#)
- [Study on the Sustainable Development Goals in Fuenlabrada](#)



## BEFORE THE NEXT STEP, REMEMBER THAT...

- The **diagnostic report** should be **concise, clear and strongly geared towards identifying priority areas** within the SDG framework. It must be based on rigorous data and analysis, and sufficiently disaggregated in order to identify the groups that are in danger of being left behind.
- In order to consolidate effective leadership throughout the process, it is highly recommended that **this Report be presented by the president of the provincial or regional council or the city mayor and with the full political complement and the inclusion of the technical staff** in recognition of their commitment to and knowledge of this issue.
- The socialisation of this report with all stakeholders ensures **greater transparency** and contributes to a **more constructive process of accountability, laying the groundwork for greater involvement and commitment by all parties.**
- Only **planning processes that actively involve all stakeholders** in each stage, are guaranteed **greater legitimacy, ownership and co-responsibility** in the sustainable and inclusive development of the territory.

## 3.2. PRIORITISING THE SDGS AND GLOBAL TARGETS



### WHAT IS SOUGHT?

**To specify the SDGs and global targets on which the efforts will be focused , according to the territory's capacity and situation.** Based on the gaps/challenges identified, the priorities must be arranged “according to the SDGs”, including the global goals to be acted upon in the medium to long term.

However, as mentioned in step 2.4, it **is essential to take into consideration the comprehensiveness of the 2030 Agenda and the interrelationship between the different goals and targets**, as this is the only way to achieve inclusive sustainable development that addresses the economic, social and environmental dimensions in a balanced manner.

**Each SDG includes several targets that are defined at the global level by the United Nations 2030 Agenda. Before proceeding with the localisation process, it is advisable to identify the SDGs on which efforts will be focused, as well as their associated global targets (which will then be adapted at the local level).**



### TASKS TO BE PERFORMED FROM MY INSTITUTION

**1. Convene the working group or all areas/departments/focal points** (including those in charge of cross-sectional issues and the statistics and monitoring units) **involved** in the process.

**Actively involve the areas/departments/focal points in charge of cross-sectional issues and the statistics and budget planning units.**

**2. If political-institutional representatives** are not present in the Working Group, it is **essential to involve them in the analysis and decision-making** process on the SDGs and the targets to be prioritised in order to ensure a comprehensive and multidimensional approach to these targets.

**3. Retake the Diagnostic Report** (step 3.1) on the **relationship between each aspect of the local management and one or more SDGs** and their corresponding **targets**.

**The prioritisation must respond to major local challenges. Each aspect may be linked to one or more SDGs. Based on the analysis of priorities and capacities, some of the SDGs and/or target(s) may be adjusted.**



### CONSIDER THAT IN THE CASE OF..



#### SMALLER AND/OR RURAL MUNICIPALITIES

- Their technical and financial capacities may be more limited, therefore initial efforts may **focus on a limited number of SDGs and global targets, although it is necessary not to lose sight of and to address as much as possible the comprehensiveness of the 2030 Agenda and the targets** that are locally significant.

- **Coordination and synergies with other municipalities** of a similar nature may be a highly interesting tool for exchanging good practices and experiences, as well as to forge alliances, for example by addressing the localisation process at the county level.



## WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

If **non-governmental stakeholders** (civil society, private sector and academia) **are not represented in the working group**, then it is **essential to** organise a **validation workshop** with them, given that if it is to be legitimate, the prioritisation must emerge from the **consensus** reached by different social, governmental and non-governmental stakeholders.

**Which stakeholders are strategic for planning and implementing improvements? Are they actively involved in this process from the beginning? How can the partnership with them be forged or strengthened?**



## TOOLBOX

- Annex III of the Basque Country's Guide "[Local 2030 Agenda: How to address the Sustainable Development Goals from the local level](#)" includes an interesting approach to the SDGs from a local point of view, based on the reality of Basque municipalities.
- The Association of Flemish Cities and Municipalities, Belgium (VVSG) has developed an [Inspiration Guide: Integrating the SDGs into your Multi-Annual Policy Plan](#): - The SDGs as a guide for the development of goals and actions - SDG priority analysis - Local SDG indicators, among other aspects.
- [Mandala of the Sustainable Development Goals](#), a tool to "calmly" bring actions and policies up to the challenges of the SDGs. The document includes factsheets detailing all SDG targets and guidelines for collaborative workshops.



## LEARNING FROM OTHER EXPERIENCES

- [Participamos DipuCórdoba 2030](#)



## BEFORE THE NEXT STEP, REMEMBER THAT...

- The prioritisation must consider the specific issues that affect **women and groups in situations of greater vulnerability** (children, migrants, people with disabilities) to ensure that they are not left behind.
- The SDG prioritisation exercise must be based on the **aspects of local development** that are deemed by all stakeholders to be the **most urgent**, but **without forgetting the medium to long-term vision**.
- This prioritisation of the SDGs must take **balanced note of the three pillars of sustainable development**: the **economic, social and environmental** dimensions, as well as the analysis of their **interrelationships**.

### 3.3. DETERMINING LOCAL TARGETS AND FOLLOW-UP INDICATORS



#### WHAT IS SOUGHT?

Given the global nature of the SDGs and their targets, and the fact that each territory is responsible for its own development, it is necessary to set **local targets adapted to the needs, competences and context of each territory**.

The definition of an adequate system of indicators is key as it is an **essential and useful tool** in decision-making processes linked to planning and public management, as well as facilitating monitoring and evaluation.



#### TASKS TO BE CARRIED OUT BY YOUR INSTITUTION

1. As in previous steps, **convene the working group for all areas/departments/focal points** (including those in charge of cross-sectional issues and the statistics and monitoring units) **involved** in the process.
2. **In accordance with the prioritised SDGs and their corresponding global targets, identify** those **targets** that enable a realistic **local** understanding of the extent to which they contribute to the SDGs.
3. Verify that the identified **local targets** are **concrete, measurable and ambitious** regarding the prioritised SDGs from a holistic perspective. Additionally, the targets must be **feasible** taking into account municipal/local competencies.

**The time of the SDG Agenda targets is 2030, but intermediate local targets may be set for a four-year term of office, for assessing management.**

4. Verify that the selected set of targets **address the three dimensions of sustainable development** - environmental, economic and social - **from a human rights, gender, children, equity-based approach, which leaves none behind**.
5. The indicators must be **quantitative** (figures) and **qualitative** (e.g. the level of innovation within the administration, the level of cooperation with citizens and organisations in the municipality, efforts to raise awareness on fair trade and responsible consumption, citizens' perception of the transparency of municipal decisions, etc.).

**Qualitative indicators relate stories and can be "measured" e.g. during a working session with public employees, political representatives and/or other local stakeholders.**

6. Ensure that targets are **disaggregated at least by sex, age, disability** and other locally relevant characteristics such as migration status (SDG 17.18).
7. Verify in coordination with the relevant departments/areas that the **necessary human and financial resources** are available to achieve these targets.
8. Check that the identified **sources of information** are **available**, in order to measure their degree of compliance.
9. Establish a **baseline** against the quantitative information collected in the diagnostic phase and the selected targets and indicators. This exercise of setting the indicators to zero will make it possible to measure the progress being made and to take the necessary decisions for better management.

Below is an example of a possible localisation of targets and indicators.



## ODS 7 Affordable and clean energy

Adapted Global Targets	Baseline 2019	Target for 2024	Target for 2030	Adapted Indicator	Unit	Source	Date Data	Comparative Assessment	Gap 2019-2030
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all									
7.2 Increase substantially the share of renewable energy in the global energy mix by 2030	51,57	65	85	Ratio of renewable energy consumption to total final energy consumption in Fuenlabrada (Madrid)	%	Prepared by SDSN based on data from the PRETOR system of the Sub-Directorate General for Renewable Energies and Studies	2016	Good (Between 62.86 and 25.97 average of 100 provinces)	33,43

Source: Study on the SDGs in Fuenlabrada. Social Gov.



### CONSIDER THAT IN THE CASE OF...



**SMALLER AND/OR RURAL MUNICIPALITIES:** When there are no statisticians and computerised systems for systematic collection, qualitative indicators may make it possible to “obtain a more personalised photo” of how the implemented programmes and actions are helping to change the lives of people in the territory.

**ISLAND TERRITORIES:** They may need to include additional indicators to better reflect and monitor their specific circumstances and needs (e.g. biodiversity, tourism activity in nature reserves, sustainable tourism, etc...).



### WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

- Universities, research centres, and even NGOs and the private sector can help to collect, monitor and analyse data. Many of these stakeholders, such as the private sector, have also identified their own sets of sector-based SDG indicators.
- The **Observatories for SDG Monitoring** are a space for meeting, exchange and the objective, wide-ranging, diverse and transparent analysis supporting the local governments who are responsible for implementing the SDGs.

## TOOLBOX

- [Global Indicator Framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development Sustainable Development](#).
- [National Statistics Institute - Programme of indicators for the 2030 Agenda for Sustainable Development](#) which includes information from both the INE and from other official sources that are being gradually included.
- [SDG Localization and Implementation](#).
- Taxonomy defined by UNCTAD and UNEP for SDG 12.6.1, [Selection of Core Indicators for Entity Reporting on the Contribution Towards the Attainment of the Sustainable Development Goals](#).
- The [Guide "The Private Sector and the SDGs. A Practical Guide for Action"](#) includes a set of indicators according to SDGs that are relevant to the corporate world.
- In the ["Learning Cities and the SDGs: A Guide to Action"](#) includes examples that demonstrate the multiple links between the targets and the indicators of the Key Features of Learning Cities and the SDG indicators.
- The [UCLG Report](#) on the importance of localising the SDG targets and indicators includes proposals on how to do so. The UNDP is also currently in the process of defining a methodology for localisation.

## LEARNING FROM OTHER EXPERIENCES

- The [Spanish Urban Agenda](#) includes a set of indicators for monitoring and evaluation associated with each of its objectives, and seeking maximum compatibility and coordination with the indicators used in the different urban strategies and projects being carried out by local authorities. These indicators are adapted and connected to the SDG 11 indicators.
- In Annex II of the [Guide "Local 2030 Agenda. How to Address the Sustainable Development Goals from the local level"](#) a selection of **80 benchmark targets for Basque municipalities can be found**.
- The [Association of Flemish Cities and Municipalities, Belgium- VVSG](#) - has produced the [Guide "Local indicators for the 2030 Agenda \(Sustainable Development Goals\)"](#) to identify indicators within the framework of the local 2030 plans.

## ANTES DEL SIGUIENTE PASO RECUERDA QUE...

- **Strengthening the systematic collection of information and data on the territory** is key to developing a reliable and robust system of indicators.
- Municipalities that have a greater ability to update their indicators on an annual basis are able to determine their **annual targets** and thus monitor the achievement of proposed objectives in the short term. This will permit making any corrections that may be required to progress towards the target to be fulfilled.
- A key aspect is making local targets easy to understand by citizens in order to **facilitate accountability and to fulfil the educational role** that is required for cultural change towards sustainability and to transform the causes of poverty, inequality and discrimination.

## 3.4. DETERMINING COMPLEMENTARY POLICIES AND ACTIONS TO FULFIL THE PROPOSED LOCAL GOALS



### WHAT IS SOUGHT?

Based on the SDGs and the local targets prioritised in the previous steps, we now identify the policies to address them, the actions to be taken and the means necessary to undertake them.

**What needs to be done? What and who is being left behind? What areas are not being addressed by municipal management and are they important? How and when to address it? Who or what will be the responsible areas/persons? How to coordinate with the rest of the areas and with other local stakeholders? and, how many resources do we need?**

The Localisation Plan may build on existing policies that are appropriately aligned with the 2030 Agenda, it may involve reorienting existing policies, so they are aligned, or defining new policies/actions to cover new challenges or priorities that have not been covered so far, or are not sufficiently covered, including attention towards people “living in situations of greater vulnerability and exclusion”.



### TASKS TO BE PERFORMED FROM MY INSTITUTION

**1. Convene the working group or all areas/departments/focal points involved** in the process.

**Actively involve the areas/departments/focal points in charge of cross-sectional issues.**

**2. If political/institutional representatives** are not present in the working groups, it is **key to involve them in the analysis and decision-making** process regarding the policies and actions to be implemented.

**3. Re-visit the Diagnostic Report** (step 3.1), especially in relation to **identifying gaps/challenges** and the capacity analysis.

**4. Starting from the diagnosis, identify the plans and projects that are already being implemented** with the goal of **starting from everything that has been done, reviewing them from an SDG perspective and making adjustments if necessary.**

**5. Identify and define the policies, programmes or complementary actions** required to achieve the established local goals and to reduce the identified gaps or challenges.

**6. Check whether any specific training programmes** are required to successfully implement these actions and/or whether **sufficient human and budgetary resources** are available.

**7. Coordinate with areas/departments/focal points on cross-sectional issues** to ensure that:

- The actions are aligned with local/regional policies on human rights, gender equality, disability, children’s rights, environment.
- The objectives and activities, as well as the indicators for each action, has a focus based on rights, gender, children, equity and sustainability.

**8. Identify the regional and/or national level policies and/or programmes** with which synergies may be established and, where applicable, explore the possibility of establishing agreements with provincial and national governments to conduct actions with shared resources.

## CONSIDER THAT IN THE CASE OF...



### SMALLER AND/OR RURAL MUNICIPALITIES:

- Their technical and economic capacities may be more limited, therefore it is key to build on what's already being implemented.
- Coordination and synergies with other municipalities is essential for the joint implementation of programmes.
- Participating in networks strengthens capacities by exchanging experience and knowledge.



### WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

- Collaborate in the identification and definition of actions and become involved by contributing vision, knowledge and dedication. Ensure that **local organisations linked to areas such as human rights, gender equality or attention to particularly vulnerable groups** (e.g. immigrant population, children, people with disabilities, etc.) are **involved** in designing of the different aspects of the implementation of the actions.
- Explore the formulation of concrete **partnership** initiatives and projects with SDG impact.



### TOOLBOX

Table 3.5.1 for the identification of actions:

SDG PRIORITISED	LOCAL GOAL	ACTION/S	IN CHARGE	RESOURCE		PERIOD OF EXECUTION
				ECONOMIC	HUMAN	

- The Basque Country's Guide "*Local 2030 Agenda: How to address the Sustainable Development Goals from the local level*" includes a very interesting exercise in drafting strategic lines, programmes and actions. Likewise, its Annex III includes worksheets for each SDG with a list of actions that may contribute to each SDG according to the sector-based competencies of Local Governments.



### LEARNING FROM OTHER EXPERIENCES

- Menorca, the pilot island for alignment with the Urban Agenda.



### BEFORE THE NEXT STEP, REMEMBER THAT...

- The participation of all stakeholders in the territory when **defining proposals and solutions** is key, **seeking their implication and involvement**.

## 3.5. REVIEWING THE INCLUSION OF CROSS-SECTIONAL ASPECTS



### WHAT IS SOUGHT?

The **2030 Agenda** is an **agenda of opportunities for people, the planet and for prosperity**. But this is only possible if eliminating inequalities, gender equality, protecting our natural resources or promoting a more inclusive and environmentally friendly economic development are present in each and every action undertaken by local governments and promoted along with civil society organisations, educational centres and universities or companies.

This **comprehensive approach is not limited to a section on mainstreaming** when formulating the Localisation Plan, to updating existing localisation instruments in terms of the SDGs, or to the formulation of new programmes. The incorporation of cross-cutting issues **goes further**. The focus on gender, human rights, accessibility, reducing inequality, or environmental protection **permeates all SDGs and must be present in each of the reviews, discussions and steps of the SDG localisation and implementation process** and their monitoring. **This is the only way to truly leave no one and nowhere behind. Shall we put on our glasses?**



### TASKS TO BE PERFORMED FROM MY INSTITUTION

- 1. Ensure that departments/areas/persons responsible for cross-cutting issues (focal points) are actively involved in the localisation process.** Their contribution and perspective is key from the beginning of the local diagnosis itself.
- 2.** Given that it is not the sole responsibility of the area of gender equality, disability, immigration, childhood or environment, it is important to **raise awareness and train all staff** on what it means and how these transversal approaches can be integrated in the daily work of each area (inclusion in the training plan through specific training actions and incorporation in a transversal way in other courses or workshops).
- 4. Check in each of the steps and documents elaborated** that cross-cutting issues have been systematically included in an adequate way.



### WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

Specialist support and advice from civil society organisations and academics with extensive knowledge of cross-cutting approaches, tools and strategies.



### TOOLBOX

#### Issues/reflexions to be present throughout the process

- Are the cross-cutting areas/departments/focal points (gender equality, disability, children, care for immigrants, human rights, environment and sustainability...) part of the working groups set up?

- Are civil society organisations with expertise in human rights and cross-cutting issues actively involved in each of the steps?
- Do local government staff have adequate sensitivity and training?
- Does the diagnosis include an analysis of the problems, interests and differentiated needs of men and women in the territory? Are data disaggregated by sex and age provided? Is the situation and demands of people with disabilities, migrants, etc. adequately analysed? Have the main needs and violations of children's rights been identified?
- Do the policies and actions planned in terms of the prioritised SDGs have adequately incorporated these cross-cutting approaches?
- Are there gender indicators and indicators disaggregated by sex, age, disability or origin among the prioritised indicators?
- Has a gender-responsive budgeting process been carried out?
- Are awareness-raising and development education campaigns on these issues being promoted specifically? In all other campaigns and activities, are the images and language inclusive and gender-sensitive?
- Does the local government take into account environmental sustainability aspects in its day-to-day management (energy efficiency fair and local trade, sorting and recycling, etc.)?
- Does the local authority have an equality policy? Is work-life balance promoted?
- Do procurement processes for services and products include environmental sustainability and social impact criteria?



### BEFORE THE NEXT STEP, REMEMBER THAT...

- Sustainable and inclusive development is not possible without taking these issues into account systematically at every step.
- Making these cross-cutting approaches visible in speeches, documents and materials is crucial.

#### A few key words in 2030 Agenda...

- |                                           |                           |                                                  |
|-------------------------------------------|---------------------------|--------------------------------------------------|
| ✓ Leverage Policies.                      | ✓ Triple Bottom Line.     | ✓ Fight against Inequalities and Discrimination. |
| ✓ Inclusive.                              | ✓ Peaceful Society..      | ✓ Partnerships.                                  |
| ✓ Resilient.                              | ✓ Healthy Living.         | ✓ Human Rights.                                  |
| ✓ Responsible Consumption and Production. | ✓ Vulnerability.          | ✓ People.                                        |
| ✓ Gender equality.                        | ✓ Terrestrial Ecosystems. | ✓ Policy Coherence.                              |
| ✓ Affordable Energy.                      | ✓ Sustainable Food.       | ✓ Financing.                                     |
| ✓ Impact Innovation.                      | ✓ Participation.          |                                                  |

## 3.6. COOPERATION FOR LOCAL DEVELOPMENT

**SDG 17** reminds us that the 2030 Agenda can only become a reality with a strong commitment to solidarity and international cooperation. This requires support for countries with fewer economic resources and technical capacities, so that **equitable progress** can be generated **for all people**, regardless of the country in which they live.

Local development cooperation is not only an **expression of responsibility and international solidarity**, it is also an **important instrument to strengthen the implementation of the 2030 Agenda in other countries** through:

- The horizontal exchange of resources, knowledge, good practices, technological resources and innovation, generating mutual learning to **strengthen the institutional and operational capacities** of local and regional governments in these countries.
- Supporting and accompanying processes of political decentralisation, through the **creation of spaces for participation** to bring together diverse territorial stakeholders and different levels of government<sup>9</sup>. In particular, co-operation in municipal development involves working with local and regional governments in other countries, as well as with social organisations, financial institutions, the private sector, among other stakeholders.
- Through its proximity to the public, **awareness-raising and sensitisation** to global challenges and problems the project is also a way of understanding realities, and how these affect some contexts in particular ways, generating empathy with the local realities “here” and “there”.

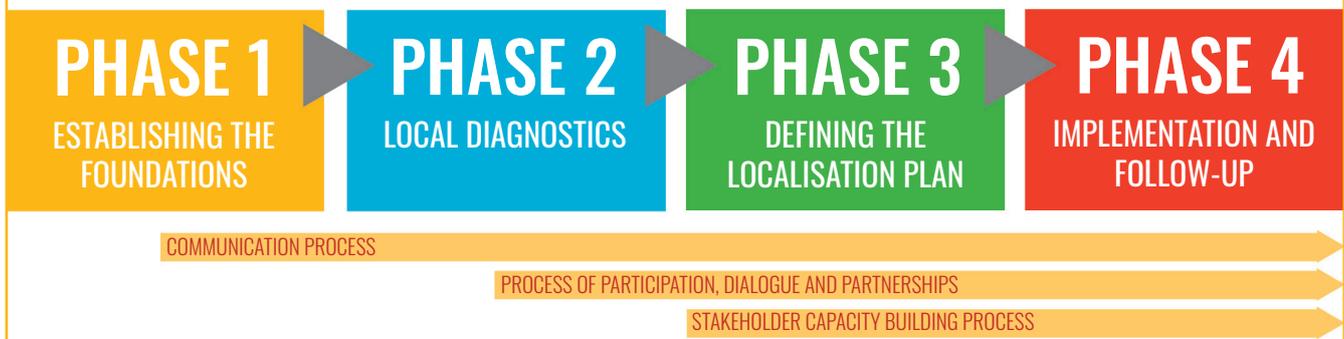
The **cooperation funds** are a key space for coordination and alliance of local governments and other entities to coordinate and share knowledge, experiences and technical and financial resources for international development cooperation from the local level. Although the greatest weight of Official Development Assistance in local development cooperation is articulated through **calls for subsidies** aimed at the associative fabric, **other forms of cooperation such as direct, South-South and triangular cooperation** also have enormous potential.

<sup>9</sup>. In 2012, in the framework of the localisation of the Decent Work Agenda, the ILO, UCLG and the city of Maputo organised a knowledge exchange on the informal economy, in particular on the conditions of street vendors. The main invitees were the cities of Durban, Belo Horizonte and Porto Alegre, other Mozambican cities, international organisations, NGOs and the private sector. The knowledge exchange resulted in the adoption of a roadmap for South-South and Triangular cooperation for local governments and was followed by a series of technical visits and training sessions in 2013. Durban shared its experience with informal vendors and municipal officials, while Belo Horizonte shared its experience in supporting the local economy and urbanisation. Since then, other peer learning projects have been carried out in Barcelona, Lleida, Chefchaouen, Pasto and Borgou (Guide to the localisation of the SDGs: Implementation and Monitoring, Global Task Force).

# PROCESSES AND MECHANISMS PERMEATING LOCALISATION AND IMPLEMENTATION

It also integrates the mechanisms and processes that transversally reinforce the different phases and allow the localisation process itself to be a process of learning and capacity building and alliances with non-public local stakeholders such as civil society, the private sector and/or academia.

## PROCESSES



### P.1. PROCESS OF PARTICIPATION, DIALOGUE AND PARTNERSHIPS

*To the slogan “Leave no one behind” is added “Leave no place behind” which informs the global commitment and means reaching every last corner of the planet. This is only possible if all stakeholders are given resources to have a voice in the process of defining priorities and allocating resources for public policies.*

(A. Ayuso, CIDOB 2017).

As discussed at the beginning of this guide, one of the characteristic features of the process of definition and adoption of the 2030 Agenda is that it was built **from the “bottom” to the “top”**, through a much more participatory and inclusive consultation process<sup>10</sup> than that of the Millennium Development Goals.

The **principle of democratic participation and ownership** is key in the process of localising and implementing the SDGs at the local level as it allows for the **identification of needs, interests and priorities at the local or community level**. And **local governments**, due to their proximity to citizens, are best positioned to **actively listen** and promote participatory processes that **generate consensus** on political priorities in terms of SDGs, which allow for the **collective construction of new narratives and processes of change that are truly transformative, reinforcing citizens’ adherence to the policies and plans that are defined**.

<sup>10</sup>. National and regional consultations were organised, articulated around different themes and online discussions with input from multiple stakeholders from governments, civil society, the private sector, academia, think tanks and media around the world. The consultation process also included a global, interactive virtual network called The World We Want (<http://www.worldwewant2030.org/>).

**Multi-stakeholder alliances** are highly relevant to address certain economic, social and environmental problems, combining resources, knowledge and skills. Although this way of working sometimes entails a certain novelty, as it involves establishing collaborative relationships between stakeholders of different natures, these spaces have a very important potential for learning and for generating positive synergies.

Progress in the construction or consolidation of this local agenda “from the bottom” does not imply an overlapping of existing agendas (Agenda 21, Urban Agenda...) but a **transformative and complementary continuation** thereof.

### When is participation in the localisation process necessary?

It should be a **continuous process from the outset** and should not be limited to sporadic consultations or meetings of citizens as a whole and/or through civil society organisations and the private sector that may be present in some of the steps described above. When citizens participate in the planning phase of a plan or project, this generates a greater ownership of the process, which has positive effects on their willingness to participate and get involved in the implementation and monitoring stages.

Participation must be **properly planned and documented** (socialisation of information and proposals prior to the meeting) with agendas that address specific aspects of the localisation process and specific topics that correspond to the field of action and specialisation and possible added value of each stakeholder involved.

In order to promote greater richness and openness to new discourses and ideas on the part of each stakeholder, it may be advisable to have an **external facilitation expert in participatory process management** to constructively promote exchange and consensus building.

It is key to **have permanent institutional structures**, preferably of a mixed **public-private** nature (e.g. working groups, mixed committees, dialogue panels, etc.) that contribute to strengthening over time the capacities of the various stakeholders present in the territory and to establishing solid relationships of trust, support and cooperation.

However, it may sometimes be useful to meet with the various stakeholders individually beforehand and then organise a meeting/workshop with all of them for further exchange and consensus building.

In particular, the organisation of consultations and spaces for participation must **favour the inclusive and quality participation of all people** with special attention to women (e.g. timetables compatible with work-life balance, childcare service, etc.), accessibility for people with disabilities (sign language, Braille, architectural barriers, etc.) or the diversity of cultures present in the territory.

**Initiatives to incorporate non-organised civil society also stand out, such as the Council of Menorca, which has begun to include non-organised citizens through the mechanism of the civic lottery.**

## What are the mechanisms for participation?

Beyond ad hoc consultation in the process, participation needs to be inclusive and of high quality from the outset as an ongoing process. Depending on the moment in the Localisation Plan, different multi-stakeholder participation mechanisms can be used (creating new spaces or consolidating existing ones), both face-to-face and virtual through new technologies:

### PHASE 1. ESTABLISHING THE FOUNDATIONS

- Initial awareness-raising seminar/workshop on the importance of the SDGs to be held in different neighbourhoods of the city/town.
- Interviews with relevant economic and social actors (in particular, civil society organisations, NGOs, civil society organisations, representatives from universities and education centres, employers' organisations and trade unions).
- Specific meetings with political parties and leaders (political outlook).
- "Brainstorming" with technicians and specialists from different areas (technical view from the sectoral and cross-cutting policy fields).
- Open workshops for the identification of critical issues and citizens' interests.
- Creation of a citizen representation body in the permanent structure of the Plan with channels for citizens to present their concerns and proposals on a permanent basis (e.g., green).
- Day/workshop open to all stakeholders, as a first step to provide information but also for a greater transparency of the process and a first step towards more constructive and appropriate accountability to citizens.

### PHASE 2. LOCAL DIAGNOSTICS

- Call for specialised technical staff, favouring local input and human resources and the regional university/specialised technical team for external analysis.
- Development of focus groups for analysis of variables and priorities.
- Implementation of specific surveys (including via institutional website or apps, for example).
- Open workshop for the presentation and validation of the diagnosis.

### PHASE 3. DEFINING THE LOCALISATION PLAN

- Sectoral consultations.
- Open meeting for the presentation of strategic lines, objectives and projects and discussion about prioritisation.
- Involvement of local community members and organisations in participatory budget discussion committees or in local management roundtables to promote the development of participatory and consensual proposals (e.g. inclusive employment, waste management and management of the territory's natural resources, etc.).

### PHASE 4. IMPLEMENTATION AND MONITORING

- Inter-sectoral commissions for the implementation and monitoring of the Plan and the prioritised actions.
- Participatory and sectoral meetings for the presentation of progress, evaluations and reviews in which all the key stakeholders of the territory are present.

## Some More Innovative Initiatives

### NETWORK OF LOCAL AUTHORITIES TO DEVELOP THE 2030 AGENDA SDGS

The Spanish Federation of Municipalities and Provinces (FEMP), as a key institution in the promotion of the 2030 Agenda, leads this important space for the coordination of actions among local governments in order to achieve better results in the implementation of the 2030 Agenda, through the localisation and development of the SDGs at the local level. Specifically, the Network aims to:

- Promote knowledge, awareness and implementation of the SDGs of the 2030 Agenda in Spanish local entities, through institutional strengthening and the involvement of the different local stakeholders.
- Strengthen and legitimise the strategic role of local authorities in the development of the 2030 Agenda in Spain with a view to achieving the best political impact, promoting networking and the search for alliances that promote cohesion policies at the local level and an appropriate multilevel and multi-stakeholder articulation for the construction and implementation of the 2030 Agenda at the municipal level.
- Act as a forum for the exchange of experiences among the local governments that make up the Network.
- Offer advisory services and assistance to its members, training of technicians and mutual cooperation between local authorities in the localisation of the SDGs of the 2030 Agenda in Spain.
- Work with local governments on concrete lines of action in the aftermath of the COVID-19 crisis in order to provide a response in the territory in line with the 2030 Agenda. In particular, the 2030 Agenda SDG Commission is localising the SDGs in the different extraordinary measures that have been approved by all the FEMP working committees to respond to the social, economic and health crisis caused by COVID-19.

*For more information on how to join the Network and how it works visit:*

<http://www.femp.es/comunicacion/noticias/ods-de-la-agenda-2030-sin-los-municipios-no-sera-posible>

## Participatory Budgets

It is a tool for participation and co-management between civil society and the local entity. Through participatory budgets, a very enriching space is generated with all the stakeholders that favours the construction and implementation of a common and consensual local agenda. This space for meeting and dialogue allows them to influence and participate in the public decision-making process, enabling them to have a say in the application of public funds and to monitor the accountability of their use.

In 2015, the Lugo Provincial Council became the first provincial administration in Spain to draw up its budgets in a participatory way. This has been followed, by way of example and without being exhaustive, by many more in Andalusia (Seville, Malaga and Cordoba), Catalonia (Barcelona, Santa Cristina de Aro, Figaró-Montmany, Rubí, Castellar del Vallès, Sabadell, Sant Boi de Llobregat and Vilafranca del Penedés), the Basque Country (San Sebastián, Vitoria, Astigarraga...), the Balearic Islands (Colonia San Pedro, in the municipality of Artá), Murcia (Cartagena) and Valencia (Valencia)) Balearic Islands (Colonia de San Pedro, in the municipality of Artá), Murcia (Cartagena) or the Valencian Community (Valencia).

For example, in the case of the Island Council of Menorca, part of its 2018 budget has been made available with the aim of initiating the first island-wide participatory budgets. [Do you want to know more about this process?](#)

## E-Democracy

New technologies help to increase dialogue and exchange between citizens and those responsible for the formulation and management of public policies.

For example, in 2015, Madrid City Council launched an open-source digital platform, “Decide Madrid” based on the experience of the Consul platform, used in some of the world’s main capitals, cities and regions. Through this platform, citizens share proposals, participate in debates and contribute to the formulation of local policies.

Also, within the platform’s functions, there is a part designed to encourage budget participation, allowing citizens to debate, vote and fund specific proposals.

Digital inclusion and citizen engagement on such platforms remain the main challenge for e-democracy projects. In addition, the question of the participation rate needed to validate the process also remains an important issue. However, there are different ways in which local governments can involve citizens in such initiatives. For example, some local authorities are combining the use of the platforms with other communication channels to raise awareness (social networks, media). In this way, as many people as possible can be informed and participate in the process.

## P.2. COMMUNICATION PROCESS TO PLACE VALUE ON THE LOCALISATION PROCESS

The communication process is key to **keeping the different stakeholders and citizens informed of progress and empowering them to get involved and participate**. In addition to raising awareness of the 2030 Agenda, the ongoing communication process must keep citizens informed and enable participation in the collective construction process. Communication also plays an important role in conveying the connection between the SDGs and their everyday reality. In this way, having an adequate communication strategy is key to ensure that throughout the localisation process, **inclusion, transparency, awareness-raising and more active involvement of society as a whole is promoted**.

The way in which **citizens are informed about the programmes and actions carried out, the results that are progressively being achieved, the lessons learned in the process, or the human and technical resources involved** must be **precise, clear and appropriate** in terms of the target group.

As described in the *“Guide for the implementation of the SDGs at the local level in Andalusia”*, the **Communication Plan** can cover the following aspects:

1. Objectives to be achieved.
2. Target groups.
3. Information and publicity measures and channels.
4. Bodies responsible for implementing the plan.
5. Monitoring and evaluation system.
6. Timetable of actions.
7. Budget.
8. Graphical material and examples of application in supports and measurements.

Regarding the involvement within the local government, the **policymaker and his/her cabinet** will lead the **coordination of the communication policy** and the focal point/area will be in charge of its implementation throughout the localisation process. As throughout the various steps described above, the **co-ordination and involvement of all relevant departments/areas** is key.

Communication **must be present throughout the localisation process, using a variety of strategies to reach each and every stakeholder**. Although in principle communication actions are aimed at the general public, it is essential to implement different communication strategies with regard to the target audience. It is very important to strengthen partnerships with the media, organising activities for journalists.

COMMUNICATION ACTIONS	TARGET POPULATION
General campaign to inform about the relationship between the SDGs and the daily life of citizens and to make visible the actions that are being carried out <sup>11</sup> .	General public
SDG awareness raising workshops.	Schools, neighbourhood associations or other groups
Visibility on the websites of the contribution to the 2030 Agenda, the progress in the localisation process and a space for the exchange of information and good practices (e.g., <a href="#">Barcelona Provincial Council</a> or <a href="#">Almeria 2030</a> ).	GRL
Design and production of training programmes with informative material, webinars or online seminars.	Agents of change (university population, NGDO volunteers, teachers...)
Publications on social networks (Twitter, Instagram, Facebook...) and in local, regional and national media, institutional press releases specifying which SDGs the measure or action contributes to <sup>12</sup> .	General public
YouTube channel with training videos about SDGs and localisation actions (e.g. <a href="#">Basque Country - UNESCO Basque Country Centre</a> ).	Youth
<a href="#">Mobile app for publishing and coordinating citizen actions</a> .	General public
Newsletters, periodicals (e.g. <a href="#">FEMP Local Charter</a> ), annual report of activities, etc.	General public
Training workshops and dissemination of good practices.	Adult citizenship
Visual communication on SDGs <sup>13</sup> (logo, pin, banners in the plenary hall, press conferences, etc.).	All stakeholders
Roundtable on SDGs and localisation actions.	Territorial stakeholders
Naming "Champions" as benchmarks for SDGs engagement and dissemination <sup>14</sup> .	Local government
Concerts, bike rallies, campaign buses, fairs, events showcasing success stories, award ceremonies and collaboration with well-known personalities (e.g. actors, musicians, sportspeople, writers, photographers, etc.).	General public or specific groups such as youth

Source: Adapted from "Guide for the implementation of the SDGs at local level in Andalusia".

11. Many campaigns are being carried out in all Spanish cities and municipalities, even in the smallest municipalities such as Saint Lluís in Menorca, which has recently launched the campaign "Som Sant Lluís. Som Sostenibles" [We are Sant Lluís, we are Sustainable]: <http://www.ajsantlluis.org/Contingut.aspx?idpub=26888>.

12. E.g. Albacete Provincial Council (<http://www.dipualba.es/Main/noticia.aspx?id=5691>) or Cordoba Provincial Council <https://www.dipucordoba.es/teinteresaparticipacion/contenidos/64773/la-diputacion-dedicara-130000-euros-a-la-adquisicion-de-equipos-para-las-agrupaciones-municipales-de-voluntarios-de-voluntarios-de-proteccion-civil?tab=>.

13. See UN Guidelines and model logos <https://www.un.org/sustainabledevelopment/news/communications-material/>

14. As an example, the Secretary-General of the United Nations Ban Ki-Moon appointed eminent persons to support and generate commitment to achieving the SDGs by 2030. The group of 17 champions included heads of state and government, leaders in business and politics, academics, as well as artists and athletes who have demonstrated outstanding leadership in their field. To find out more about this initiative visit: <https://www.unsdgadvocates.org/>.

Some **keys to a communication action with a positive impact and the capacity to generate interest in the SDGs among the population:**

- Convey a message that is clear, accessible (adaptation to sign language or Braille) and easy to communicate.
- Promote participation, reflection and dialogue.
- Promote citizens' platforms and discussion forums as well as local and regional government networks<sup>15</sup>.
- Seize the power of local culture.
- Involve the media and social networks for their multiplier impact.
- Drawn on lessons learned and contacts from networks and organisations that participated in the Millennium Development Goals process, Agenda 21 or other initiatives such as the **Covenant of Mayors**.
- Ensure the inclusion of a gender and diversity perspective.

When communicating for local governments, it is also important to **make their own actions visible and provide information** to any person or entity interested in replicating or learning from the localisation strategy carried out by the entity. According to SDG 16, this access to information ensures greater transparency and fosters active ownership and involvement of society and a process of accountability in which citizens and organisations are well informed and empowered.

#### **GOOD PRACTICE RECOMMENDATIONS FOR TRANSPARENCY**

1. Work on open portals where information is accessible and clear.
2. Publish on the entity's website the actions carried out in the area of SDGs and update the information periodically.
3. Convert data into information and also make monitoring and evaluation reports publicly available.
4. Organise and participate in activities that promote a culture of transparency.
5. Establish dynamic information channels that respond to requests for information and articulate mechanisms to promote access to information.
6. Conduct surveys among public employees and outsiders to identify gaps and improve services.
7. Share knowledge with other entities and facilitate scrutiny of their actions for accountability.

*Source: Extracted from "Guide for the implementation of the SDGs at the local level in Andalusia".*

At the administrative level, the Index of Transparency of the Municipalities and the Index of Transparency of the Municipalities Provincial Councils show a progressive improvement in recent years.

<sup>15</sup> The OECD launched the Inclusive Growth in Cities Initiative. This platform has fostered global debate by sharing their voices and perspectives with national governments and other key partners. It has also given mayors the opportunity to exchange specific solutions to tackle inequality and empower local governments as leaders in the transition to inclusive growth.

## P.3. PROCESS OF SKILL GENERATION IN DIFFERENT LOCAL, PUBLIC, AND PRIVATE STAKEHOLDERS

The process of skill generation in different local, public, and private stakeholders is key. Here follow some strategies outlined to **address some areas and the specificities required for the multi-stakeholder and interdisciplinary collaboration** needed to implement long-term shared roadmaps that incorporate elements of change, such as innovation or appropriate technologies for the achievement of the SDGs in the territory.

### CAPACITIES IN PUBLIC ADMINISTRATION

**Capacities in the field of methodologies for managing local public policies focused on development results.**

- Capacities to make comprehensive diagnoses, with the participation of the different stakeholder, of how the SDGs are managed in each territory, what are the gaps and opportunities for impact in each SDG and the interrelationship between them.
- Capacities to apply planning methodologies based on multi-interdisciplinary and adaptive approaches to long-term frameworks (10-15 years).
- Capacities for the construction of relevant local indicators for monitoring, projection of expected development results over time and evaluation of policies and projects: data offices. Use of technologies (data mining, machine learning, blockchain), SDG meta-data from public or private sources and other stakeholders to strengthen data frameworks and projections.
- Capacities for the definition and construction of voluntary reports at a local level that enable the transmission of achievements and progress.

**Capacities to co-design and implement multi-stakeholder participation and collective building processes.**

**Capacities to integrate SDGs into local government tendering and public investment specifications and procedures.**

**Institutional capacities and mechanisms to facilitate multi-stakeholder policy dialogue.**

Sustainable Development Councils and SDGs linked to local administration, dialogue panels linked to specific policies of local or regional administration, interdisciplinary commissions to feed into and accompany government policy and/or specific sectoral policies, etc.

**Capacities to foster complementary entrepreneurship and innovation ecosystems for the SDGs between the public administration, the business sector, mixed public-private stakeholders, academia, the fourth sector and other stakeholders.**

**Legal-administrative capacities for the competence framework of local administrations.**

- Multidisciplinary and multi-stakeholder approach to address the SDGs. Collaboration with autonomous governments - Dialogue mechanisms for the formulation of municipal regulations in local contexts.
- Analysis and adaptation of the framework of competences of the local administration to the needs of efficiency and policy coherence required for the definition of public policies for the SDG Agenda.
- Adequacy of the competition framework for multi-level coherence required with each level of government (national, regional, local) in order to address at each level the challenges of the SDGs in a coherent and effective manner and to optimise complementarities and synergies between them.

### IN PUBLIC ADMINISTRATION (continued)

Capacities to promote SDG-oriented projects that are likely to attract public-private funding.

Project formulation skills, European funding, etc.

Capacities in the field of administrative management tools.

Contract formulas to administrative formulas to incentivise the potential synergies of partnerships.

Capacities to promote the social and sustainable economy.

Capacities to understand the impacts of different business models, the contributions of the social economy and new economies.

### CAPACITIES IN THE PRIVATE SECTOR (with a focus on the business fabric and social economy established in the territory)

Capacidades para que los modelos de negocio aborden transformaciones al interior de sus modelos de negocio que les permitan.

- Know the impacts, both positive and negative, generated by the company in each SDG, through the decisions of its entire business cycle (supply chain, production process, logistics chain, research, development and innovation department, human resources, communication, etc.)
- Identify and use SDG sustainability indicators as management indicators that allow to generate incentives in decision-making processes throughout the business model and align business strategies with the SDGs.
- Value relationship with stakeholders and impact on SDGs: investors, public administration, workers, consumers, civil society and the general public.

### CAPACITIES IN ACADEMIA AND AT THE UNIVERSITY LEVEL

Integrate the SDGs into the training curricula of the different training and knowledge areas.

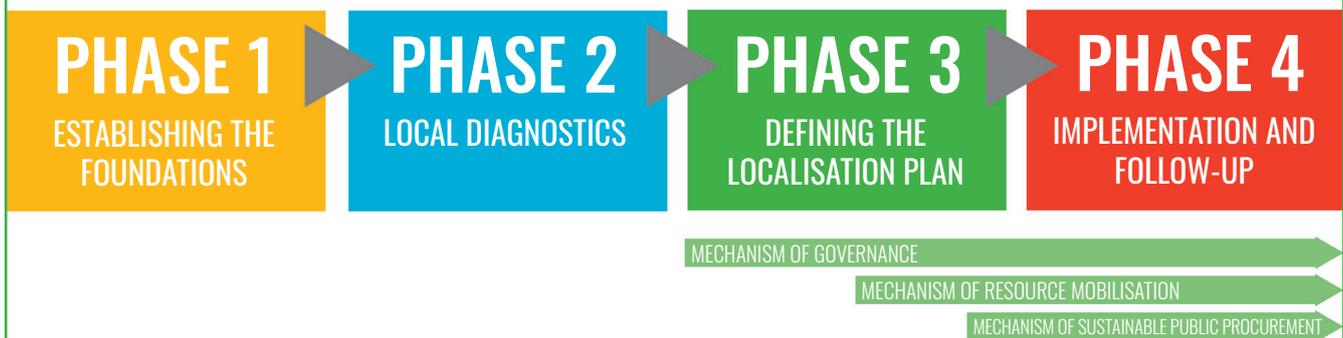
Work on applied research generated in the different areas of the universities to the SDG implementation processes.

### CAPACITIES IN CIVIL SOCIETY ORGANISATIONS

Capacities to develop innovative initiatives with scalable impacts and aligned with the 2030 Agenda.

Capacities to inform decision-making at the local level, transferring proposals based on their close knowledge of the main social and environmental problems.

# MECHANISMS



## M.1. MECHANISM OF GOVERNANCE

### What is the mechanism of governance?

**Governance mechanism** means the set of structures defined and created to ensure the political and technical support to the development process of the 2030 Agenda in the territory. These structures must ensure that the SDGs are properly promoted within the local government, but must also include representatives of the main stakeholders in the territory, both **public and private** (institutions, companies, civil society, trade unions, academia, innovation centres, etc.) called upon to collaborate and co-participate in decision-making, as well as to coordinate joint actions that are defined and implemented.

The mechanism of governance in each local government has to:

- Be **anchored in the governance structure** of the public institution.
- Have **capacity to coordinate and ensure coherence between the different areas of government** responsible for the different policies, thus generating collaboration, synergies and mainstreaming of the SDGs prioritised in the territory.
- Define an **institutional space of a consultative nature** to facilitate multi-stakeholder policy dialogue, collaboration and inter- and trans-disciplinary co-participation processes, ensuring the representation of enterprises, representatives of the social economy, social partners, civil society, academia, innovation centres, among others.

Each government area responsible for different policies will also have a multi-stakeholder sub-working group for dialogue, collaboration and co-creation of proposals for the design of each specific policy towards the SDGs, the alignment of public and private strategies and the integration of innovation, technologies, capacities and data in the policies and projects that may result from these dialogues.

Finally, the Focal Point will be included in this governance mechanism and will be mandated to prepare the Local Voluntary Report and to carry out networking with similar territories, as well as to contribute to multi-level coherence with other levels of administration. It will also be able to contribute to the voluntary SDG progress reports of each of the provincial, regional, national and global levels.

Some examples of structures of a local governance mechanism include<sup>16</sup>:

- Technical Commission for the progress of the Agenda: made up of technical representatives from the different departments. Its function is to advance the activities and coordinate them between the different departments and delegations.
- 2030 Agenda High-Level Group, as a commission composed of the Mayor and the councillors. Its mission is to advance the Agenda in its most political aspect, taking decisions to solve the problems it encounters, moving it forward.
- The City's Social Council can also be part of the Agenda's follow-up by being a channel between the inputs from the participatory process and the City Council. It may be advisable, for the purposes of streamlining operations, to create a committee or working group within the Council responsible for monitoring the Agenda, which would report to the Council itself.

These spaces for collaboration towards shared goals such as the SDGs will be differentiated, but duly connected with the spaces for negotiation and representation of social agents, in order to seek potential synergies between them. These spaces for collaboration towards shared goals such as the SDGs will be differentiated, but duly connected with the spaces for negotiation and representation of social agents, in order to seek potential synergies between them.

### Functions of the mechanism of governance:

- **Facilitate spaces for consensus, dialogue, collaboration and co-creation** of the design of roadmaps, policies and medium- and long-term plans to define the SDGs of the territory, as well as the alignment of public and private strategies to achieve them.
- **Ensure the coherence of policies** with the SDGs defined for the territory, informing the rest of the government area on the progress made in the multi-stakeholder dialogue spaces.
- **Inform and be informed** by the legislative bodies of the territory, city council plenary sessions, provincial or regional courts, of the coherence of regulatory frameworks with the SDGs.

In this context, in addition to the design of medium and long-term roadmaps, plans or policies for the achievement of the SDG goals and targets defined and agreed, an alignment of public and private strategies will be generated. In addition, **collaboration dynamics** of the same stakeholders will be promoted with a project approach aimed at generating collaborations and impacts in the short term.

The possibility of generating a whole series of **opportunities for immediate public-private collaborative projects** in partnership, deriving from a more strategic medium- and long-term alignment process and in turn contributing to their objectives and goals, is one of the great opportunities for deepening localisation. This approach will avoid the dispersion of projects that are not aligned with the roadmaps, and the loss of coherence and consistency in the actions towards the achievement of the SDGs and the transformation of the territory.

These dynamics of collaboration in partnership for concrete actions will also have the **added value** of integrating the **innovation, technologies, capacities and resources** contributed by different stakeholders into **concrete solutions, aimed at generating impact on long-term objectives**. The process of dialogue, collaboration and co-creation will also be stimulated by the promotion of a **strategic relationship from the governance mechanisms of the localisation process with the social innovation ecosystems of the territory or similar territories** with the capacity to design projects and proposals that then reach public and private stakeholders for their linkage, in the form of innovation laboratories. The implementation of the SDG localisation process will lead to rapid results that generate visible impact and also influence the public's perception of concrete results and generate ownership of long-term strategic processes.

16. Extracted from Study on the Sustainable Development Goals in Fuenlabrada (SOCIAL GOB -) <https://socialgob.org/publicaciones/>.

## M.2. MECHANISM OF RESOURCE MOBILISATION

The territorial development process linked to the SDG localisation process offers the ideal conditions to **attract public and private investment for the SDG roadmaps, plans and projects agreed in the territory**. There is no doubt that the mobilisation of resources related to the localisation of the 2030 Agenda will have to be closely linked to the reorganisation of the production model and to strong leadership from the public sphere. It is key to reinforce the premise that private investment should support the protection of the common good and foster what we call the entrepreneurial state, from the public policy approach.

- The **generation of democratic citizen ownership** around a long-term project leads to less volatility of the project, greater stability and the necessary stimuli for its predictability in the medium and long term.
- **Capacity building of stakeholders** to address the 2030 Agenda generates increased effectiveness, the efficiency and impact of administrative, economic and business activity in the territory.
- The process of **aligning medium- and long-term strategies** around an agreed and co-created roadmap lends credibility and confidence to the medium- and long-term investment attraction proposition.
- If key elements such as innovation, technologies, trans-disciplinary skills and about all the **necessary data** to be able to model, project and simulate future outcomes and impacts, the conditions will be in place to very effectively attract public and private fluid investment flows to these roadmaps and to the plans, policies and projects that derive from them in the territory.

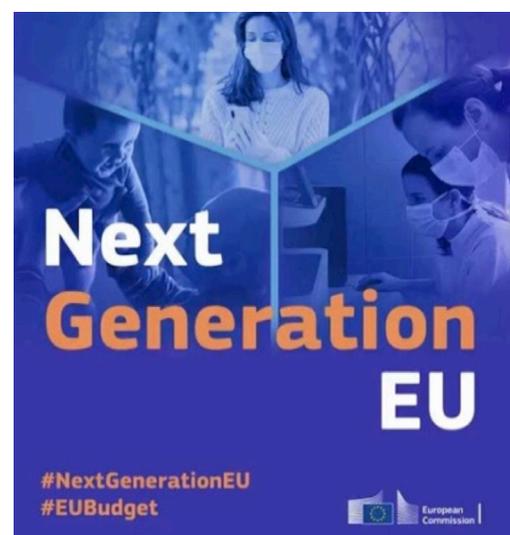
### Opportunities for attracting funds

Today, in addition to the traditional sources of funding for local authorities, the expansion of European funding offers new possibilities for financing projects. At the same time, other forms of attracting financial resources linked to sustainable and impact investment funds are emerging and are also experiencing considerable growth. In both the public and private spheres, the proliferation of **resources and investment mechanisms towards sustainable development and territory** are proliferating, creating an ideal opportunity to link long-term development and productive and impactful investment.

### EUROPEAN FUNDS

The European Funds comprise the structural and cohesion funds defined by the European Union's Long Term Budgetary Framework, and the Next Generation Europe initiative launched in response to the situation generated by the coronavirus pandemic. In terms of the size of the funds, we mention in first place the Next Generation Europe initiative, comprising the **Recovery and Resilience Facility**.

(672.5 billion euros) and the **REACT programme** (55 billion in addition to the cohesion funds). These are additional funds to support the green and digital transitions. These funds have been included in the general budget cycle of the state government and require impact projects for their implementation.



■ **Recovery and Resilience Mechanism** (focusing on digital and ecological transitions):

1. Activation: clean technologies and accelerating the development and use of renewable energies.
2. Renovation: improving the energy efficiency of buildings.
3. Charging and refuelling: promoting clean technologies for sustainable, accessible and intelligent transport.
4. Connection: fast broadband in all regions and homes, including fibre and 5G networks.
5. Modernisation: digitisation of public administration and public services.
6. Expansion: increasing industrial cloud data capabilities and developing bleeding-edge and sustainable processors.
7. Retraining and further training: adapting education systems to support digital skills and vocational education and training at all ages.

■ **REACT-EU programme:** New financing channelled through the cohesion funds (ERDF, ESF and FEAD) in each autonomous community.

■ **European Structural and Cohesion Funds** (ERDF, ESF+, EAFRD, FEAD). EU cohesion policy in 2021-2027 focuses on economic competitiveness through research and innovation, the digital transition, as well as the European Green Deal and the promotion of the European Pillar of Social Rights. The main instruments are:

- **European Regional Development Fund (ERDF):** promotes balanced development in the different regions of the EU based on environmental, digital and social transformation.
- **European Social Fund + (ESF+):** supports employment-related projects across Europe and invests in Europe's human capital (workers, young people, jobseekers, child poverty).
- **Fund for European Aid to the Most Deprived (FEAD).**

■ **Other Programmes:**

- **Horizon Europe:** 5 billion euros for innovation programmes.
- **InvestEU:** 5,6 billion euros, which brings together the previous EFSI and COSME in terms of financing the Union's strategic investment (sustainable infrastructure, research, innovation and digitisation, SMEs, social investment and training).
- **Rural development:** 7,5 billion euros for urban-rural cooperation.
- **Just Transition Fund:** 10 billion euros for projects aligned with the Green Deal.
- **rescEU:** 1,9 billion euros for natural and humanitarian disaster response.

## SUSTAINABLE INVESTMENT FUNDS

These are emerging options linked to the growth of sustainable finance (such as Green Bonds or SDG Bonds), through investment projects linked to natural capital and the management of ecosystem services, the new rural-urban relationship to address demographic challenges, new sustainable infrastructures linked to proximity value chains, circular economies, etc. These projects are likely to attract this type of investment aligned with sustainable development and provided that they are integrated into robust roadmaps of the 2030 Agenda and are consistent with it.

## M.3. MECHANISM OF SUSTAINABLE PUBLIC PROCUREMENT

Through sustainable public procurement, social, ethical and environmental aspects are integrated into the processes and procedures for the contracting of services and the procurement of goods.

Moving towards sustainable and inclusive development and consolidating a model of economic growth that supports social progress and respects the environment depends to a large extent on the production and consumption patterns of our society.

Public procurement accounts for a significant percentage of total purchases in the market. The introduction of social, ethical and environmental criteria in public procurement has a direct impact on the transformation of the economy and an exemplary effect on the rest of the market.

### What is the role of local public administration?

The new national legislation on public procurement opens the door to the inclusion of social and environmental clauses, but requires institutional will for its implementation. Therefore, the legal framework already makes this possible, so it is necessary to take advantage of the open space.

Through public procurement policies that favour the acquisition of more environmentally and socially responsible products and services, as a public administration, local government has an enormous potential to set an example and can actively contribute, to encourage the transition of the productive system towards sustainability, as well as to increase citizens' awareness.

### What are the advantages for the local institution as a local public administration?

It represents the contribution of added value in public procurement, which in addition to satisfying a need through efficient budget management, contributes to the general interest through ethical purchasing, green purchasing or social purchasing, which also strengthens the productive fabric in the territory.

### What opportunities does it offer to the business sector?

It positions companies, including SMEs, to better enter new markets that currently have higher environmental and social requirements and enables them to better face the future as environmental and social requirements become more demanding.

The promotion of green procurement incentivises industry to develop "green" technologies and products and promote them in the market. In particular, small and medium-sized enterprises can benefit from this type of procurement, as it offers an opportunity to find markets for their innovative solutions and products.

Article 1.3 of the Spanish Public Sector Contracts Act establishes that access to public procurement will also be facilitated for small and medium-sized companies, as well as for social economy enterprises.

## What aspects are taken into account?

The method and conditions of production, the materials of which they are made, the working conditions of the workers and the direct and indirect consequences that their production or provision entails in the short and long term, the socio-environmental profile of the companies, their impact on the local productive fabric, among other aspects.

## How is it articulated?

In general, through the introduction in the tender documents of evaluation criteria for bids referring to environmental and social characteristics proposed by the bidder, such as saving and efficient use of water and energy, use of eco-labels or other environmental quality labels, use of re-cycled or reused materials or ecological materials, and the company's ESG or socio-environmental performance.

**Environmental conditions:** *Conditions that pursue as their final purpose: The reduction of greenhouse gas emissions; the maintenance or improvement of environmental values that may be affected by the execution of the contract; more sustainable water management; the promotion of the use of renewable energies; the promotion of product recycling and the use of reusable packaging; or the promotion of bulk delivery and organic production.*

**Social or employment-related conditions:** *Conditions that pursue as their final purpose: To give effect to the rights recognised in the United Nations Convention on the Rights of Persons with Disabilities; to hire a number of persons with disabilities higher than that required by national legislation; to promote the employment of persons with special difficulties of insertion in the labour market, in particular persons with disabilities or in a situation or at risk of social exclusion through Insertion Companies; to eliminate inequalities between men and women in the labour market, encouraging the implementation of measures to promote equality at work; to encourage greater participation of women in the labour market and work-life balance; to combat unemployment, particularly youth, women's and long-term unemployment; to encourage training in the workplace; ensuring safety and health protection at the workplace and the observance of applicable collective agreements; preventing accidents at work; other objectives to be established with reference to the coordinated strategy for employment, as defined in Article 145 of the Treaty on the Functioning of the European Union; to ensure respect for basic labour rights along the production chain by requiring compliance with the ILO Core Conventions, including those considerations that seek to favour small producers in developing countries, with which favourable trade relations are maintained, such as the payment of a minimum price and a premium to producers or greater transparency and traceability of the trade chain.*

Source: *Manual Interno De Contratación Adaptado A La Ley De Contratos Del Sector Público (Internal Contracting Manual Adapted To The Public Sector Contracts Act)*, ESMASA, Ayto Alcorcón.

## What aspects are taken into account in sustainable public procurement?

- The need to purchase.
- The materials from which the products are made.
- The origin of the goods or services.
- The conditions under which they have been produced.
- The socio-environmental behaviour and performance of the supplier company.
- The final final destination of the products after use.

# PHASE 4

## IMPLEMENTATION AND FOLLOW-UP

### 4.1. IMPLEMENTATION

#### WHAT IS SOUGHT?

This step consists of **making the plan a reality from a 2030 Agenda perspective**<sup>17</sup>. As the main stakeholder in the process, local governments are responsible for managing the implementation of programmes and actions and for facilitating spaces for participation and exchange of experiences among the different stakeholders in the territory.

#### TASKS TO BE CARRIED OUT BY THE LOCAL INSTITUTION

1. The **working group** formed in the design phase must be actively involved throughout the implementation.
2. Within local government, continue to promote **day-to-day coordination between the different sectoral areas** to ensure that the **implementation** of programmes and projects is carried out in a **holistic and non-fragmented** manner.

**Although, in management, public policies/actions are “fragmented” so that different areas develop specific projects (housing, children, employment, gender equality...), it is necessary to ensure that they address the comprehensiveness of the 2030 Agenda and its principles.**

3. Ensure the **inclusion of cross-cutting issues in all sectoral programmes and projects** from formulation and during implementation.
4. Establish **multi-level governance platforms** in the case of competences shared with other levels of government (e.g. regional or autonomous).

<sup>17</sup> The 2030 Agenda includes a chapter on means of implementation that comprehensively links the agreement of the Addis Ababa Action Agenda for Financing for Development, which mentions that the means of implementation are crucial to the viability of the Agenda and must address all three dimensions of development. In particular, they must focus on making progress on the major obstacle to achieving sustainability and inclusion, which is the persistence of inequalities stemming from socio-economic, gender and territorial inequalities and manifested in large differences in access to goods and services among which the “digital gap” negatively impacts on the access of women, youth and children to technology and science and people with disabilities to accessible technology. (<http://www.un.org/esa/ffd/ffd3/index.html>).

## CONSIDER THAT IN THE CASE OF...



**IN SMALLER AND/OR RURAL MUNICIPALITIES**, the capacities for implementation, as found in the diagnostic phase, may be very limited in terms of economic and technical resources. It is therefore very important that the provincial, regional and central governments support these municipalities with **training and technical advice** throughout the implementation process. **Partnership with other municipalities** with similar characteristics or problems is key to joint capacity building.



## WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

- The active participation and not just occasional consultation of other local stakeholders (civil society organisations, private sector or academia) is also essential during implementation. Each of these stakeholders can strengthen the capacities of local government with technical advice, knowledge of the reality and exchange of good practices.
- Increasingly, **universities and public and private research and training institutions** are maintaining institutional links and support local governments in local management, providing training, specific technical assistance, outreach programmes and/or applied research, etc.



## BEFORE THE NEXT STEP, REMEMBER THAT...

- On the road to sustainable and inclusive territorial development, **processes matter as much as results**.
- The implementation of the SDGs must respond to the needs and priorities identified in a participatory manner between local governments and must be **coherent with and complementary to national strategies**.
- The **exchange of information and experiences with other local governments and other relevant stakeholders** is key to enriching implementation and is more likely to have a positive and transformative impact.
- The **computerisation of internal records**, despite the initial difficulty (technical knowledge requirement and resources in terms of equipment, inputs and infrastructure, such as IT equipment), contributes to more useful management decision-making.

## 4.2. FOLLOW-UP

### WHAT IS SOUGHT?

**To know** not only if the programmes and actions that have been planned are being implemented, but also **if they are really contributing to improving the lives of citizens and protecting the environment.**

This is not a one-off exercise. As outlined in step 3.3, this is an **ongoing review** that should be carried out during the implementation of the prioritised SDGs at the local level. In particular, it is necessary to **analyse the extent to which the planned actions are being carried out and whether or not the results obtained are complying with the plan.** This is the only way to detect in time any differences, obstacles or adjustment needs in planning and implementation.

### TASKS TO BE PERFORMED BY LOCAL GOVERNMENTS

1. The area or Focal Point has to design, together with the rest of the areas present in the working group, a monitoring system to **collect information on:**

- The **degree of implementation** of **planned activities.**
- **Progress in meeting** identified **local targets.**
- And as a consequence, the **degree to which the prioritised SDGs have been achieved - in full or in part.**

2. As indicated in the previous step, when selecting indicators, check the **availability of data**, as well as the time and capacities needed for data collection.

**It is key to combine qualitative indicators with quantifiable indicators, from external sources or produced internally.**

3. Associate each indicator with its source(s) **of information and the frequency with which it is published** (external source) or produced.

**Where can the information be found?**

- **Administrative and management records of existing programmes.**
- **Surveys.**
- **Individual and focus group interviews.**
- **Secondary data.**
- **Actual costing, cost/outcome ratio achieved, etc.**
- **Data from different official statistical sources, including provincial councils, regional and island councils or disaggregated by municipality.**

4. Each department/area involved in the implementation of the actions is responsible for the collection of data related to the exchange of information.

5. **Validation** of monitoring and evaluation **reports** with all stakeholders involved and their **wide dissemination** (conferences, institutional websites, social networks, media, etc.).

## CONSIDER THAT IN THE CASE OF...



**SMALLER AND/OR RURAL MUNICIPALITIES**, local government associations and networks can contribute to synergies in the collection and analysis of information and joint systematisation, in the event that independent reporting by each local government is not possible.

**For local governments with greater capacity, a very interesting exercise is to make visible all the achievements and efforts in the framework of the United Nations “Local Voluntary Reports” that allow them to connect with similar processes, contribute to regional and national reports, and project their progress in the framework of the United Nations High-level Political Forum.**



## WHAT CAN OTHER STAKEHOLDERS CONTRIBUTE?

- Civil society reports, or diagnoses provide valuable information complementary to the reports submitted by local governments.
- Local Observatories are a very important support in analysing all the information and in promoting the monitoring and evaluation.
- Governments at regional and state level need to support local governments in data collection, monitoring and evaluation at the local level.



## TOOLBOX

- *Guidelines for Voluntary Local Reviews*<sup>18</sup>
- The “*Guide for the implementation of the SDGs at the local level in Andalusia*” includes a proposal for a more qualitative and comprehensive assessment within the local and regional governments (LRG), see table “How do you rate the overall progress in the implementation of the SDGs?” (page 39).



## LEARNING FROM OTHER EXPERIENCES

- The *GOLD V Report by the United Cities and Local Governments (UCGL) “Localising the Global Agendas”* (available in English) examines in detail the assessments of the implementation of the global agendas in the 142 countries that have submitted at least one Voluntary National Review since 2016.
- *Voluntary Reports from Local Authorities*: Basque Country and Valencia.
- *Socio-Environmental Observatory of Menorca*, is an instrument for collecting and analysing information that depends on the Institut Menorquí d’Estudis.

18. <https://sdgs.un.org/topics/voluntary-local-reviews>.



### BEFORE THE NEXT STEP REMEMBER THAT ...

- This continuous monitoring, far from being a control exercise, is a **learning process** for **better decision-making, more efficient public management, greater transparency** and **more constructive accountability** to citizens.
- Without a **correct definition of the indicators**, good data collection is very difficult and reduces the possibility of **adequately monitoring the relationship between the objectives set and what has been achieved**.
- All this information collected at the local level is key to **contribute to the monitoring and reporting processes at the provincial/regional/national level** on the implementation of the SDGs, making visible and disseminating all the achievements and good practices carried out at the local level. Only in this way can the **shared commitment** that the 2030 Agenda represents be realised.
- Local governments should **share their experiences, including successes, challenges, and lessons learned**, with a view to accelerating the implementation of the Agenda.
- As the actions are associated with SDGs, it will also allow for an **analysis of which SDGs are most acted upon** each year.
- Sharing all this information has different purposes: **accountability to the public**, as a clear mandate towards the transparency and accountability of public authorities, and enable the **capitalisation of good practices and lessons learned to help other local governments to jointly move towards inclusive and sustainable development**.

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- UCLG (2016) Sustainable Development Goals: What Local Governments Need to Know.
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- FAMSI (2017), "Localizing the Sustainable Development Goals: Local and Provincial Governments and Stakeholders in the Implementation of the 2030 Agenda. A view from Andalusia".
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- Ayuso, A. (2017) Participation and Accountability in Localising the 2030 Agenda.
- ISI Argonauta (2017), A Guide to the SDGs for Third Sector Organisations.
- José Antonio Alonso y Anna Ayuso (coords.) (2017), Bringing the Sustainable Development Goals Closer to Citizens. Europe's Commitment to the 2030 Agenda.
- SDSN (2018) Report "Looking to the Future: Sustainable Cities. Sustainable Development Goals in 100 Spanish Cities".
- Basque Network of Sustainable Municipalities (2019), "How to Address the Development Goals from the Local Level: A Practical Guide".
- UN (2019), "The Lazy Person's Guide to Saving the World".
- Parliament of the Canary Islands and UNDP (2019) Guide to Localising the SDGs. The Perspective of the Canary Islands Parliament.
- UCLG (2019) 5th GOLD Report: "The Location of the Global Agendas".
- Local SDG Initiative for Andalusia (2020) Guide for the implementation of the SDGs at the local level in Andalusia.
- FEMP (2020), Urban Agenda Dissemination Guide Spanish.
- Learning Modules Jointly Developed by the United Nations Development Programme, UN Habitat, Global Taskforce, UCLG and the Barcelona Provincial Council:
  - Learning Module 1: [Localising the SDGs](#).
  - Learning Module 2: [Territorial Planning to Achieve the SDGs](#).
  - Learning Module 3: [The SDG Reports](#).
- Argentine National Council for Social Policy, Manual for Local Adaptation of the Sustainable Development Goals.
- IPSS Foundation, Guide "170 Daily Actions to Transform Our World".

# WEBGRAPHY

- [United Nations – Sustainable Development Goals](#)
- [2030 Agenda Spain](#)
- [FEMP - Localisation of the SDGs and 2030 Agenda](#)
- [FEMP Local Entities Network for the 2030 Agenda](#)
- [United Cities and Local Governments - UCLG](#)
- [The Roadmap from Human Rights to the SDGs, Danish Institute of Human Rights](#)
- [LOCAL 2030](#)
- [CIDOB: Localising the SDGs](#)
- UN Campaign "[Be the Change. Take the Sustainability Challenge!](#)"
- UN Campaign "[Act Now](#)"

# TOOLBOX

## ANNEX I.

### WHICH ENTAILS ADDING A CROSS-SECTIONAL PERSPECTIVE TO...?

...THE HUMAN RIGHTS-BASED APPROACH.

...GENDER EQUALITY

...THE CHILD RIGHTS APPROACH.

...THE APPROACH OF REDUCING INEQUALITIES AND SOCIAL VULNERABILITY.

...THE CIRCULAR ECONOMY AND ITS CONTRIBUTION TO THE 2030 AGENDA.

...FAIR TRADE AS A TOOL TO ADVANCE THE 2030 AGENDA.



## ANNEX I.

# WHICH ENTAILS ADDING A CROSS-SECTIONAL PERSPECTIVE TO...?

## THE HUMAN RIGHTS-BASED APPROACH

The Human Rights-Based Approach (hereafter HRBA) is a central element of the 2030 Agenda for achieving truly inclusive development.

The HRBA is based on the universal values, principles and norms of human dignity, which relate to life, liberty, equality, security, political participation, social welfare and any other aspect of integral development, and which are underpinned by human rights<sup>19</sup>.

It consists of the application of the following principles linked to the distinctive aspects of the 2030 Agenda:

■ **Principle of universality** whereby public policies must provide the necessary conditions to ensure the full enjoyment of all rights by all people and territories. This principle is compatible, in any case, with the establishment of priorities in the municipal planning process, from an integral vision of sustainable development.

■ **Principle of equality and non-discrimination** to ensure that no person and no territory (such as rural areas or island territories) is excluded from the benefits of policies and programmes designed and implemented to advance the achievement of the SDGs. For example, this principle applies to the criteria by which public budgets and investments are to be distributed, as discrimi-

ination in access to rights may be due, among other things, to an inequitable distribution of public resources. In addition, municipal policies must include adequate gender mainstreaming to ensure that they contribute to eliminating inequality and discrimination affecting women, as well as favouring equal access for migrants. Finally, municipal programmes have to verify that the different services and facilities are accessible to people with disabilities.

■ **Principle of inclusive and active participation**, through which and thanks to the participation of all the stakeholders, the needs and priorities in the territory that will guide the design, implementation and evaluation of local level policies are identified, which will guarantee greater legality and social appropriation of the Localisation Plan. The application of this principle must take into account, in particular, the involvement of those groups that have traditionally been left out of decision-making processes.

■ **Principle of accountability and responsibility** implies the existence of mechanisms of enforceability on the part of citizens towards public authorities, so that local governments are periodically accountable for the policies and actions promoted within the framework of the Localisation Plan, and can also involve in this exercise all the stakeholders involved in the implementation of the Plan.

## What is the Role of Local Administrations with regard to Human Rights?

On a daily basis, local authorities are close to the human rights-related problems affecting the population of the municipality. In the performance of their duties, local authorities make decisions on education, housing, health, environment or public order, which have an impact on the fulfilment of human rights. Its obligations include the obligation to respect, the obligation to protect and the obligation to realise, through its policies, human rights for all people.

Local authorities should pay special attention to the promotion and protection of the rights of vulnerable groups, such as persons with disabilities, migrants, victims of sexual discrimination, children and the elderly. In this respect, the quality of the services provided to these groups is a sign of the respect and commitment that local administrations have for the realisation of human rights.

## Actions to materialise the human rights approach

1. Establish procedures to check the compatibility of policies and regulations with human rights.
2. Verify and assess the impact of their actions on the realisation of human rights.
3. Report on local compliance with international human rights treaties.
4. Provide systematic human rights training for local officials.
5. Raising awareness of human rights among citizens.

### For further information:

- AECID Manual for the application of the Human Rights-Based Approach  
[https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones/AECID/Guia\\_EDBH\\_v4.pdf](https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones/AECID/Guia_EDBH_v4.pdf)
- A Guide to the SDGs for Third Sector Organisations  
[https://epd.caongd.org/wp-content/uploads/2019/09/GuiaODSorganizaciones3Sector\\_-F.VicenteFerrer.pdf](https://epd.caongd.org/wp-content/uploads/2019/09/GuiaODSorganizaciones3Sector_-F.VicenteFerrer.pdf)
- A Rights-based approach encompassing all Human Rights, an EC Staff Working Document  
[https://ec.europa.eu/international-partnerships/system/files/online-170621-eidhr-rba-toolbox-en-a5-lc\\_en.pdf](https://ec.europa.eu/international-partnerships/system/files/online-170621-eidhr-rba-toolbox-en-a5-lc_en.pdf)
- The Human Rights Based Approach: Evaluation and Indicators  
<https://www.aecid.es/Centro-Documentacion/Documentos/Evaluacion/EvaluacionEDBH%20+%20NIP0+%20logo.pdf>
- Methodological Guide "Human Rights City: The Barcelona Model"  
<https://www.uclg-cisd.org/es/actualidad/noticias/barcelona-publica-una-guía-metodológica-para-compartir-su-experiencia-like>

## GENDER EQUALITY

Gender equality is a fundamental human right and a central principle of the 2030 Agenda. Without gender equality, sustainable development will not be possible.

### What does it mean in our everyday reality?

If you want to discover it click here:

<https://www.youtube.com/watch?v=FUbA0VTykRk>

Women's equality and empowerment is one of the 17 Sustainable Development Goals (**SDG 5**), but it is **also a cross-cutting and essential element of all dimensions** of inclusive and sustainable development.

In this regard, achieving gender equality by 2030 requires **urgent action to eliminate the deep-rooted causes of discrimination that continue to restrict women's rights in both the public and private spheres.**

Local governments and rural municipalities are at the forefront of identifying and addressing violence and discrimination against women. Local governments can be a model for promoting gender equality and women's empowerment through the promotion of gender-sensitive municipal policies and the **provision of non-discriminatory services to their citizens.**

Despite the progress made in recent decades, crises such as the one caused by the COVID-19 pandemic may jeopardise these gains and increase inequalities affecting women. It is therefore necessary to **understand the extent of the gender impact of this crisis and to incorporate it into the response, given that the health, social and economic crisis caused by COVID-19 affects women and men differently.**

### Decalogue for gender mainstreaming

1. Don't forget to apply "your gender lens" at every stage of the public policy cycle.
2. By showing the reality and problems of women and girls in the context analysis, we are able to make the entire population visible.
3. Sex-disaggregated data help us to better describe the different issues affecting women.
4. The active participation of women and their organisations contributes to a better targeting of actions.
5. The involvement of institutions responsible for gender equality ensures greater policy coherence with sustainable development.
6. Gender-sensitive indicators allow us to measure social change in order to make progress in terms of equality.
7. Through specific actions aimed at empowering women and girls, we contribute to eliminating gender inequalities.
8. Mainstreaming implies having specialised human resources and financial resources.
9. With a "gender-sensitive" monitoring system, we will be able to identify existing obstacles to progress towards equality.
10. Only with evaluations that measure gender impact will we know whether our actions are contributing to gender equality.

*Source: Adapted from AECID Guide for Gender Mainstreaming.*

## For further information:

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- UN WOMEN - SDG 5.

<https://www.unwomen.org/es/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality>

- United Nations - Commission on the Status of Women, in particular the review process of the United Nations Beijing Platform for Action on its 25th Anniversary (2020), including the Spanish Report.

<https://www.unwomen.org/es/csw/csw64-2020>

- AECID's Guide to Gender Mainstreaming.

<https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/GU%C3%8DA%20DE%20G%C3%89NERO.pdf>

- Guide for incorporating the gender approach in social policy planning, Regional Government of Andalusia.

[https://www.juntadeandalucia.es/export/drupaljda/publicacion/17/01/Guía\\_Genero\\_CIPS\\_v4.pdf](https://www.juntadeandalucia.es/export/drupaljda/publicacion/17/01/Guía_Genero_CIPS_v4.pdf)

- Equality clauses for women and men in public contracts, subsidies and agreements.

[https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones\\_guias2/es\\_emakunde/adjuntos/guia\\_clausulas\\_igualdad\\_es.pdf](https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones_guias2/es_emakunde/adjuntos/guia_clausulas_igualdad_es.pdf)

- Indicator system: Equality of Women and Men.

[https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones\\_guias2/es\\_emakunde/adjuntos/guia\\_indicadores.pdf](https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones_guias2/es_emakunde/adjuntos/guia_indicadores.pdf)

- Manual for Gender Mainstreaming in Local and Regional Development.

[https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones\\_guias2/es\\_emakunde/adjuntos/manual\\_integra\\_es.pdf](https://www.emakunde.euskadi.eus/contenidos/informacion/publicaciones_guias2/es_emakunde/adjuntos/manual_integra_es.pdf)

- Gender perspective: essential in the response to COVID-19.

[https://www.inmujer.gob.es/disenov/novedades/IMPACTO\\_DE\\_GENERO\\_DEL\\_COVID\\_19\\_\(uv\).pdf](https://www.inmujer.gob.es/disenov/novedades/IMPACTO_DE_GENERO_DEL_COVID_19_(uv).pdf)

## THE CHILD RIGHTS APPROACH

The Convention on the Rights of the Child establishes a policy and legal framework aimed at ensuring a healthy life, quality education and protection from all forms of abuse and violence. The child rights approach promotes the development of a protective environment that identifies and reinforces the main components that can protect children (families, communities, laws, media...), as well as the need to always take into account the best interests of the child in decision-making.

The 2030 Agenda incorporates as a priority the perspective of the rights of children and adolescents, in order to have an impact on the maximum protection of all children and adolescents. It also represents a clear commitment to a social and political model that places children and adolescents at the centre of policies, enabling their inclusion in spaces for participation and decision-making. The 2030 Agenda represents the only roadmap to the world of tomorrow based on the necessary global and local consensus and vision. The political commitment of the Local

Governments to the development of sustainable development will be crucial and will make a difference for today's children and adolescents. They will inherit the world that we are going to leave them, which we build today and every day with small actions, from the public, family and individual spheres, but also from broad and ambitious frameworks of political action such as the 2030 Agenda.

Each of the 17 Sustainable Development Goals and the 169 goals contained therein have an impact, either directly or indirectly, on children and adolescents. The phenomena of poverty and social exclusion particularly affect families with dependent children, and many of these children and adolescents are affected by inequality, which has only widened as a result of the pandemic we have been experiencing in recent months. Also, the realisation of children's and young people's exercise of their right to education, and the issues that arise, such as their academic progress and career prospects, as well as new risks, such as the digital divide.

## THE APPROACH OF REDUCING INEQUALITIES AND SOCIAL VULNERABILITY

According to the United Nations, “inequalities based on income, gender, age, disability, sexual orientation, race, class, ethnicity, or religion continue to persist around the world, within and between countries. These inequalities threaten long-term social and economic development, affect poverty reduction and destroy people’s sense of fulfilment and worth<sup>20</sup>.”

<https://www.youtube.com/watch?v=ojl69FKxqdE&list=PLVpRlgPG0eJmXSEnHuS2J92WVlzBNdxDV&index=21>

As highlighted in the Action Plan for the implementation of the 2030 Agenda, the inequality of opportunity and poverty gap between cities and rural areas in our country is one of the main obstacles to achieving the SDGs.

In order to advance in the implementation of the 2030 Agenda and “leave no one behind”, local governments, together with the rest of the stakeholders in the territory, must transversally incorporate the **focus on equity and intersectionality** in the design of their SDG development plans, and pay special attention to the needs of those people and groups who live in situations of greater vulnerability.

With regard to mainstreaming a human rights-based **approach to disability**, along with other specific measures, the concerns and experiences of persons with disabilities should be incorporated into the develop-

ment, implementation, monitoring and evaluation of public policies, so that persons with disabilities can access and benefit on equal terms.

For their part, **migrants** are particularly vulnerable to discrimination, racist and xenophobic discourses that need to be combated. This discrimination and the barriers that affect the day-to-day lives of

migrants is even more acute for migrant women and children migrating alone. In these cases, in addition to discrimination based on ethnicity, religion or migratory status, these people have to face gender discrimination, reinforced in the case of children migrating alone due to their particular vulnerability. It is essential to take into account the situation, needs and rights of migrants in order to address this issue. To this end, reception and integration that has an impact on changing stereotypes and combating racist and xenophobic discourses will be fundamental. It will also be necessary to address the causes of forced migration: to promote peace and human rights in countries of origin and transit, to contribute to poverty eradication by increasing development aid, and to fight human trafficking.

Only by actively tackling existing discrimination and inequalities can we move towards more inclusive, egalitarian and sustainable societies that put the poor, people with disabilities, the elderly, migrants and marginalised people at the centre of local policies.

## Why is SDG 10 relevant for local governments?<sup>21</sup>

- In the most disadvantaged areas, it will be vital to channel resources to local governments and build capacity to identify and address poverty and exclusion.
- Local governments play an important role in improving political inclusion at the local level.
- They can promote the participation of minorities and traditionally under-represented groups in public consultation processes, and promote active political participation.
- Local governments can implement active practices for equality and non-discrimination in their own institutions and actions, as well as apply these criteria in their public policies and service delivery.
- They are also responsible for providing public services in a non-discriminatory manner. Local governments can apply a form of progressive local taxation in their fiscal policy and allocate local budget lines to fostering employment opportunities and increasing the incomes of poorer households.
- Their urban planning and development skills position them well to promote infrastructure and services in disadvantaged neighbourhoods or areas.

## THE CIRCULAR ECONOMY AND ITS CONTRIBUTION TO THE 2030 AGENDA

The Circular Economy reduces pressure on the environment and natural resources, improving air, soil and water quality, thus contributing to combating climate change among other social and environmental benefits. In addition, it thus contributes to an improvement in health and quality of life by reducing environmental impacts and can be a driver for new sources of employment.

Local councils, as an administration close to citizens and businesses, and as the managing bodies of many of the activities that directly affect Circular Economy, have an important role to play in promoting it.

### ■ How can local administrations promote the Circular Economy?

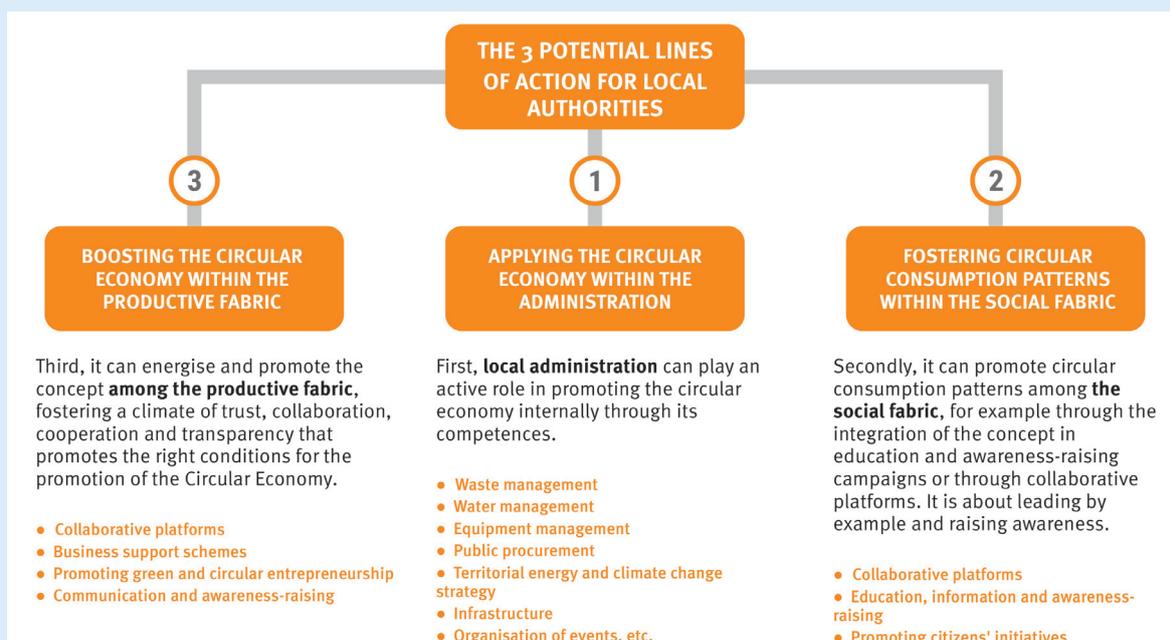
- Integrating it into its municipal management from its competencies: waste management, water and equipment disposal, public procurement, infrastructures, etc...).

- Encouraging circular consumption models within the social fabric: introducing this concept in education and awareness campaigns, promoting collaborative platforms, etc.

- Promoting it within the local productive fabric: favouring the most sustainable and circular companies in public procurement, promoting collaboration platforms, fostering green and circular entrepreneurship, or through actions linked to communication and awareness-raising, etc.

### ■ Axes to promote the Circular Economy by Local Governments

As shown in the following table, local governments play an essential role in promoting the transition to a more circular economy in cities and territories. This transition affects different political and territorial areas such as mobility, agriculture, land use, waste management, business development and consumer education.



Source: Basque Guide for "The promotion of the circular economy from the local level".

### For further information:

■ Spanish Circular Economy Strategy. España Circular 2030:

[https://www.miteco.gob.es/es/calidad-y-evaluacion-ambiental/temas/economia-circular/espanacircular2030\\_def1\\_tcm30-509532.PDF](https://www.miteco.gob.es/es/calidad-y-evaluacion-ambiental/temas/economia-circular/espanacircular2030_def1_tcm30-509532.PDF)

## FAIR TRADE AS A TOOL TO ADVANCE THE 2030 AGENDA

Fair Trade is a trading alternative that fights against global poverty and inequality, putting respect for human rights and care for the environment at the heart of economic activity.

There are 10 Fairtrade principles, endorsed at international level in the [Fair Trade Charter](#). These include the payment of a fair price, good wage conditions, the absence of child labour, gender equality and care for the environment in the production of products, among others. Based on these principles, fair trade contributes to each and every one of the SDGs of the 2030 Agenda.

### How can I contribute from my municipality?

There are many initiatives to promote [Fair Trade in municipalities](#), including:

- Propose an institutional declaration to recognise responsible consumption and Fair Trade as effective tools for the achievement of the SDGs and include actions to concretise this commitment in the Localisation Plan.
- Introduce Ethical Public Procurement in the contracts of your local council through the incorporation of fair-trade social and environmental clauses.
- Convene briefing sessions throughout the year about Fair Trade and how it contributes to the 2030 Agenda or celebrate World Fair Trade Day through cultural and recreational activities in the municipality.
- Invite the hotel and catering trade in your municipality to introduce Fair Trade products.

### For further information:

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- The 10 international principles of Fair Trade:

<http://comerciojusto.org/que-es-el-comercio-justo-2/los-10-principios-internacionales/>

- Fair Trade as a tool to promote sustainable consumption and ethical public procurement:

[https://comerciojusto.org/wp-content/uploads/2020/12/buenaspracticas\\_Madrid-1.pdf](https://comerciojusto.org/wp-content/uploads/2020/12/buenaspracticas_Madrid-1.pdf)

- Material for the celebration of World Fair Trade Day:

<https://comerciojusto.org/publicacion/carteles-para-fotos-yo-celebro-el-dia-mundial-del-comercio-justo/>





# GUIDE TO THE LOCALISATION OF THE **2030 AGENDA**



Partners:

