Global Sustainable Municipality: Explorative Strategic Management Approach to implement the SDGs

Implementation of the 2030 Agenda and SDGs at the Local and Urban Level
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PROJECT PROCESS
Global Sustainable Municipality
Project implementation
Global Sustainable Municipality

Project organization:

- Project is funded by the Federal Ministry for Economic Cooperation and Development (BMZ)
- Funding period: January 2016 - April 2018
- Project implementation: Landesarbeitsgemeinschaft Agenda 21 NRW e.V. (LAG 21 NRW) in co-operation with Service Agency – Communities in One World of Engagement Global
**Network Sustainability:**

- 120 municipalities, districts, associations, initiatives in North Rhine-Westphalia

**Working fields:**

- Professionalization of the Agenda 21 processes
- Sectoral and integrated sustainability strategies
- Education for Sustainable Development
- Research
- Lobbying
- Accompanying the development of the Sustainability Strategy for North Rhine-Westphalia

Data basis: IT.NRW - Landesdatenbank NRW
Geodata basis: Bundesamt für Kartographie und Geodäsie
Main Aim of the Project:

- Development of comprehensive sustainability strategies to contribute the implementation of the 2030-Agenda at local level
  - Development of a target system with strategic and operational targets as well as a monitoring system
  - Integration of existing sectoral strategies and initiatives
  - Adaption of strategies at the state and federal state level
  - Precise definition of targets, target values and time frame
  - Indicators for regular monitoring and progress reporting
  - Political legitimation and wide participation of different actor groups
Characteristics of North Rhine-Westphalia:

- Fourth largest German Federal Region: 34,110,26 km²
- Population density: 524 inhabitants per km²
- Heterogeneous (urban and rural) settlement structures
- Early 19th century: economic rise based on industrialization and the mining industry
- 1960s to today: structural change to a service and technology industry (diversified economy)
Characteristics:

- 1 municipality | 2 districts | 12 cities
- Population: From approx. 19,000 to 1 Mio. people
- Municipalities from 4 of 5 North Rhine-Westphalian government districts
Continuous improvement process
Global Sustainable Municipality

1. Organizational structure

2. Analysis

3. Development / Revising Sustainability Strategy

4. (First) Sustainability Report and Political decision

5. Implementation and Monitoring

6. Evaluation und Update

Networking
Organizational structures
Global Sustainable Municipality

Steering committee

Core group

Coordination

Actors:
Economy, science, civil society, administration, politics, approx. 15-25 people

Function:
Focus on content, advisory function

Actors:
Administration (planning, health, environment, transport, social etc.), approx. 5-8 persons

Function:
Analysis and interdisciplinary processing of content

Actors:
Administration, one responsible person and one substitute

Function:
Coordination and contact persons for the actors involved in the process
Sustainability Report:

- Presentation of the process itself (established working structures, process of the project etc.)
- Sustainability Strategy
  - Mission statement, thematic guidelines
  - Target system with strategic and operational targets
  - Program of action
- Elementary part of public relations
- Legitimation of the sustainability strategy by the decision of political bodies
- From the Second Report: Monitoring of implementation, evaluation by means of indicators, assessment of goals
MONITORING
Global Sustainable Municipality
goals of the monitoring

- systematize learning effects
- achieve project goals more effectively
## Success factors

### Process
- **committed and competent employees** as coordinators (know-how and time)
- coordination and core group have to be able to **organize, explain and justify** the main working steps
- early and intensive involvement of **important political decision-makers**

### Organizational structures
- avoiding **parallel structures** (core group and steering committee)
- steering committee should be **well-balanced** so that individual interests do not dominate
- involvement of the **heads of administration** (mayors, head of department)
- involvement of **One World Promoters**

## Challenges

### Process
- linking **local level** with the objectives of the **2030-agenda**
- formulating **operational objectives**
- regional / national **legislation**, financial and promotional **policies**

### Organizational structures
- co-operation and coordination between administrators, management and coordination with a municipality
- low resources by external / voluntary actors
Local sustainability strategies are capable of covering a wide range of SDGs and targets.

Development of measures in German municipalities can contribute concretely to the implementation of individual targets (SDGs).

The negotiating process is successful and provides a good basis for the coordination in the political committees (committees, councils).
## Advantages

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<th>Concrete</th>
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<td>✓ The <strong>common identity</strong> of the actors of a municipality is strengthened (administration, politics, civil society ...).</td>
<td>✓ Different actors have developed a joint vision for the future.</td>
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<td>✓ Local actors have jointly mobilized <strong>new resources</strong> for local development.</td>
<td>✓ Various stakeholders share responsibility for the strategy.</td>
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<td>✓ A sustainability strategy is an <strong>effective instrument</strong> even in times of high operational pressure.</td>
<td>✓ Long-term, measurable targets are defined (10-15 years). The strategy is regularly updated.</td>
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<td>✓ <strong>Interdisciplinary cooperation</strong> for complex challenges</td>
<td>✓ Core group from various departments develops the contents of the action program and reports on the implementation.</td>
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