



Tallinn
Strategic Management Office

22nd ESDN Workshop
„Governance Transformations
for More Effective SDG
Implementation“
26-27.3.2024

BUILDING SUSTAINABLE DEVELOPMENT GOVERNANCE HUBS

Krista Kampus
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International Relations
Department

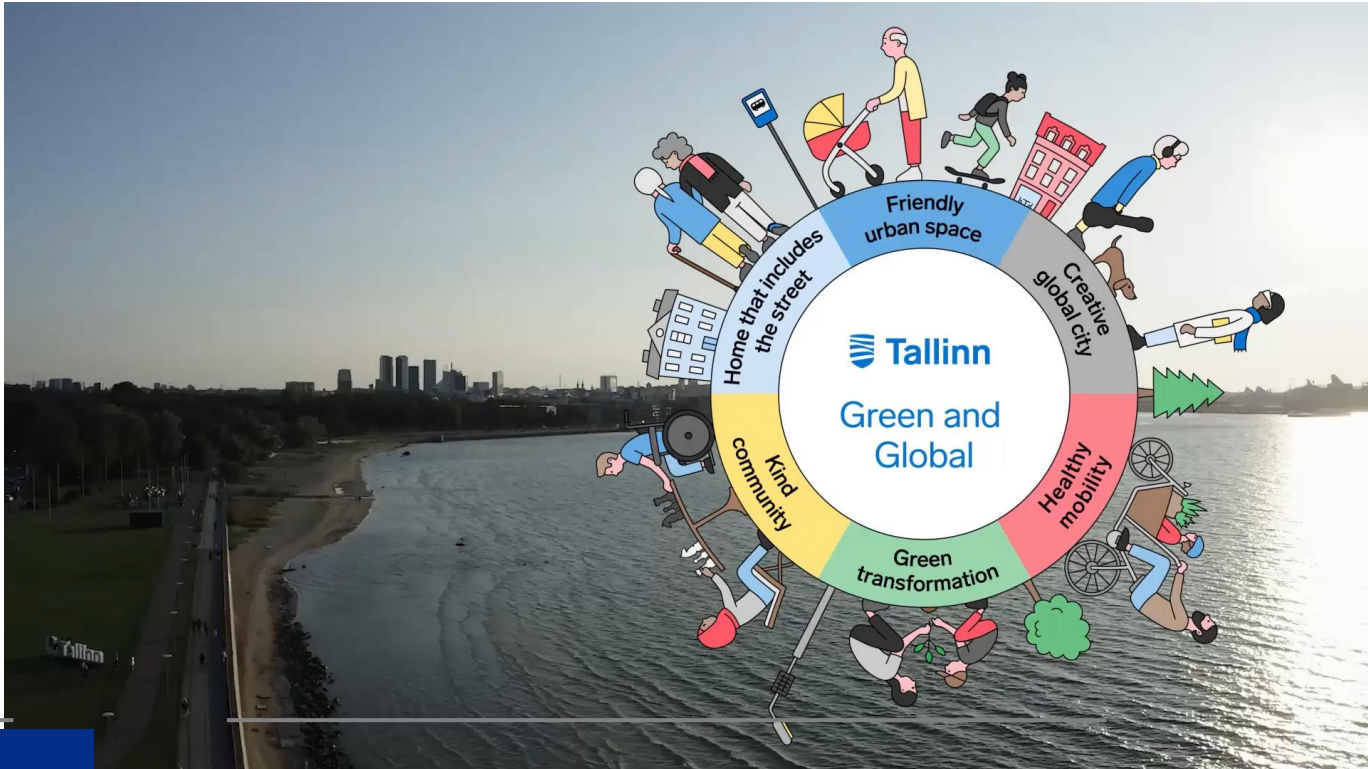




Estonia 2035

People	Society	Economy	Living environment	Governance
Smart, active, and caring for one's health	Open, caring and cooperative	Strong, innovative, and responsible	Considerate towards everyone's needs, safe, and high quality	Innovative, reliable, and people-centered

Objectives of global sustainable development



In a situation where many governments have moved away from the implementation of Agenda 2030, the role of cities in achieving the SDGs has become increasingly important.



„The ‘action gap’ is significant. We do not have a gap in policies and aspirations, rather in actions.“

Stockholm Environment Institute, CEEW Council „Stockholm+50: Unlocking a Better Future.“

„The challenge to achieving the SDGs is a lot about governance.“

Louis Meuleman

CHALLENGES

WHAT SDGs?

GREEN TRANSITION =
SUSTAINABLE DEVELOPMENT

WE ARE STILL IN SILOS

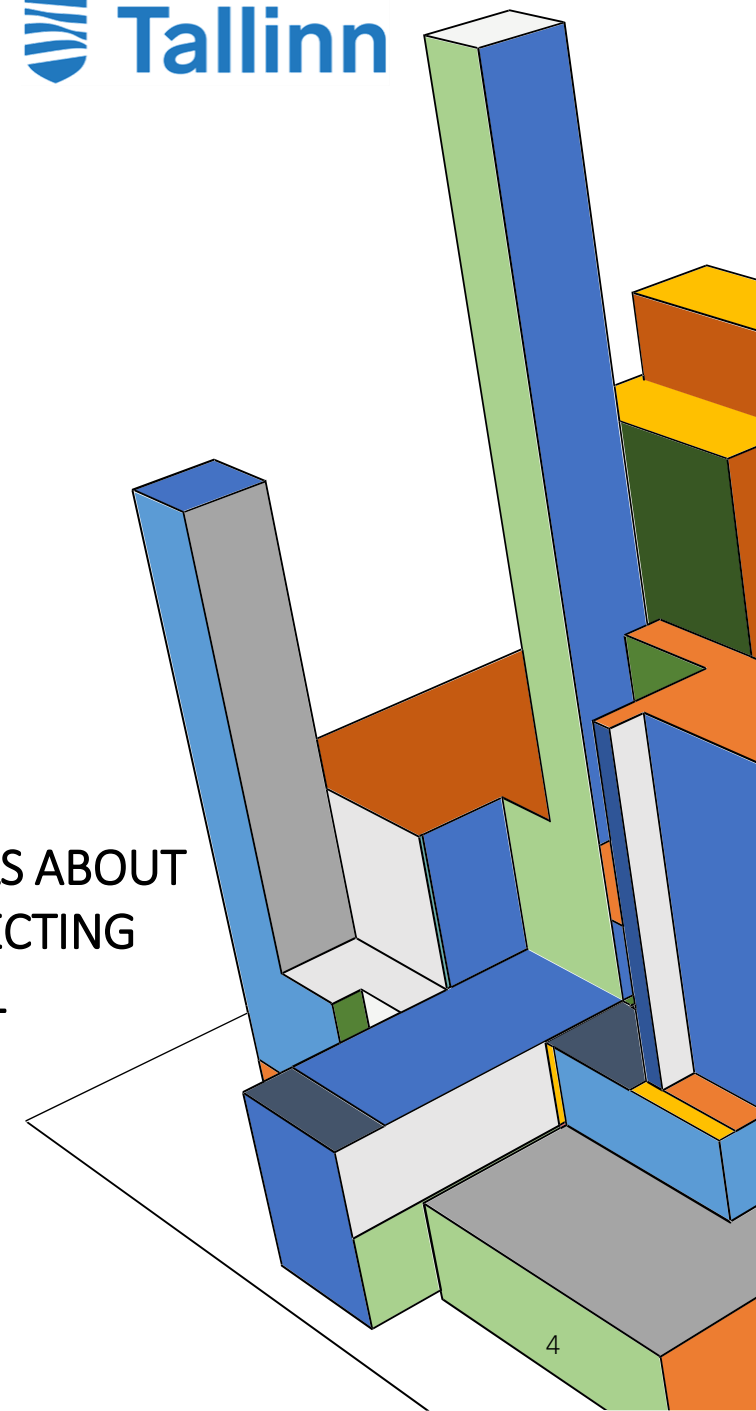
NATIONAL – LOCAL GAP

HOW TO MEASURE?

STORY-TELLING AND
COMMUNICATION

POLITICAL SUPPORT AND
COMPETENT STAFF WORKING ON
THE SDGS.

REINFORCED EXPERTISE AND NEW SKILLS ABOUT
HOLISTIC URBAN GOVERNANCE - CONNECTING
ACTORS AROUND A TRANSFORMATIONAL
CHANGE AND LEADING THEM.

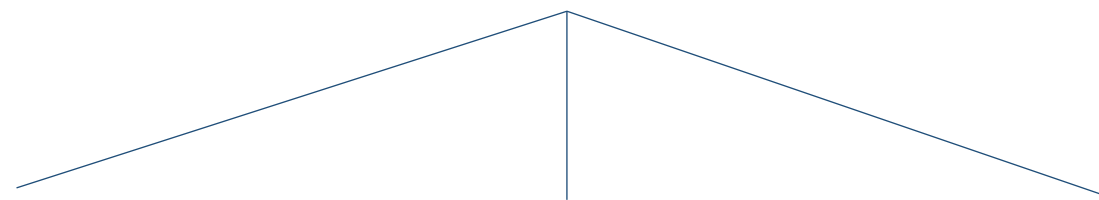




Policy Development ...

...through strategic use of
SDGs

Sustainable Development in
everything we do, through...



...a strong city organisation...

...that works in partnerships
and with the community...

...making cities' voices heard
at national and international
levels

The WHAT?

Bridging the gap between
high-level goals and local
actions

The HOW?

Organizational development

Building culture, mindset and
skills for holistic sustainability;
“dancing with silos”; sense-
making and story-telling

Multi-actor governance

Growing capacity for
ecosystem leadership, within
the city organisation, with
partners and the community

Multilevel governance

Gaining leverage through
city diplomacy and
networks; vertical
coordination and
collaboration

TALLINN SUSTAINABLE GOVERNANCE MODEL

STRATEGY & BUDGET
MANAGEMENT

GREEN TRANSITION

SMART CITY &
DIGITALISATION

Strategic management office

CLIMATE AGENDA

TALLINN 2035

SPATIAL PLANNING

SERVICE DESIGN

INTERNATIONAL
COOPERATION



Resources

Link to the full list of SDGs and their targets:



UCLG list of targets for local governments



VVSG guide on targets for Flemish cities



Legend

"Covid-19 marker"

Create your own category



Create your own category



Create your own category



List of current strategic plans and documents used for the analysis

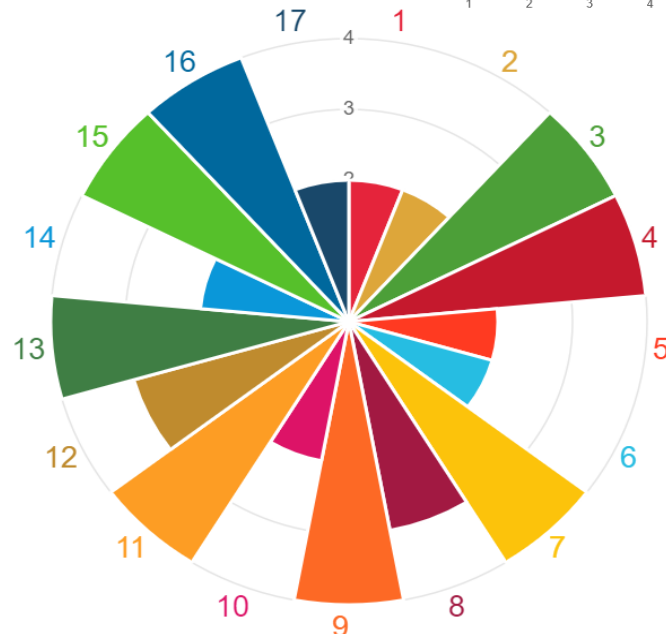
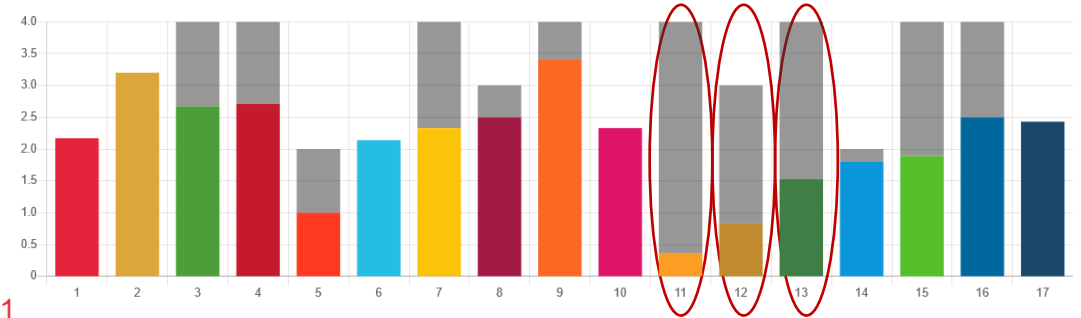


TSC TOWARDS GREEN, INCLUSIVE AND ATTRACTIVE CITIES
The Reference Framework for Sustainable Cities

EUROPEAN COMMISSION **URBACT**
Driving change for better cities

Lack of analyses

Lack of analyses



Insights

- Some goals have less focus and few urban activities (these considered as more state measures).
- Gaps between the priority SDGs and planned actions.

Tallinn Sustainable Development Guide

Guidelines for the implementation and monitoring of the UN Sustainable Development Goals in Tallinn



Definition of SDGs for Tallinn, incl. priority SDGs



Description of links btw. Tallinn 2035 goals and SDGs



City SDGs targets and indicators
22+52 strategic KPIs
219 operational



VLR in the internal reporting system



SDG awareness & stakeholders engagement principles



Please no extra work!

A comprehensive monitoring system

 Tallinn 2035
Development Strategy



GHG Emissions from
TRANSPORT in Tallinn



Public transport annual
ridership in trips



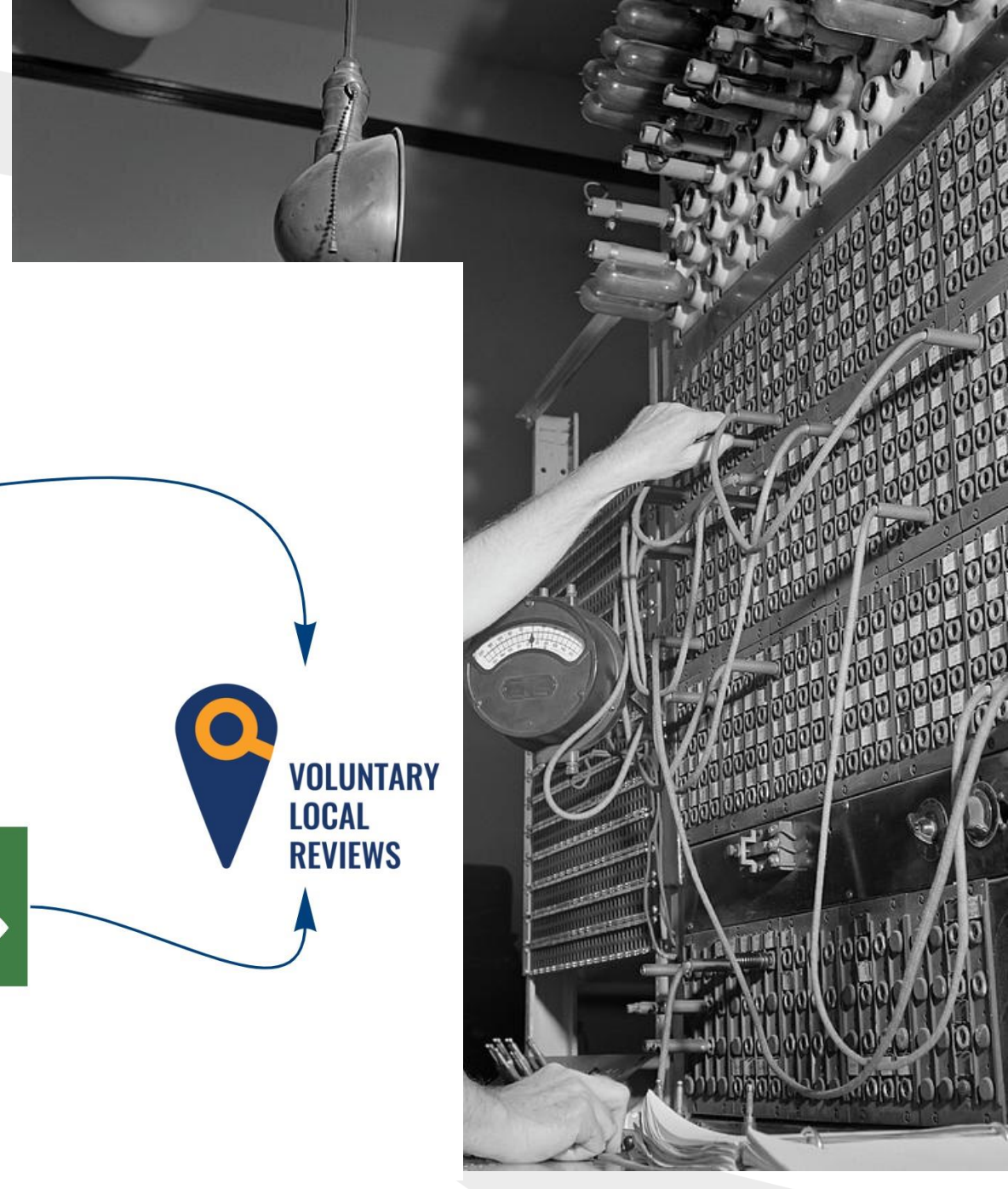
Share of main destination trips
by foot/bike/public transport



Total driven annual mileage of
private cars



**VOLUNTARY
LOCAL
REVIEWS**



KPIs Open

My tasks

Structure

Strategy

KPIs

Action plans

Partners

Reports

Strategy: No relation...

TEST2: UKRAINA PAG...

Majutusettevõtetes öö...

Müük

Koolitused

Tallinna regiooni „Parg...

Elanike osakaal, kes o...

test123

test1123

Strategy: Eesmärk 1...

Elanike rahuolu sotsia...

List view **Kanban** Gantt

+ Add new task Refresh Filter by

Pidev (7)

- Rahvusvaheliste suhete koordinatsioonivõrgustiku käivitamine Pidev tegevus Krista Kampus
- Poliitikabriifide korraldamine EL linnapoliitikatest Pidev tegevus Krista Kampus
- Koostöö välisriikide esindustega Eestis, Eesti esindustega välismaal ja Välisministeeriumiga Pidev tegevus Krista Kampus
- Tallinna EL linnapoliitika...

Pole alustatud (2)

- EK ERP raporti sisuline toimetamine, graafiline disain ja kujundus Ostumenetlus Krista Kampus
- Välissuhetega seotud koolitused linna töötajatele (töögruppide juhtimine, avalikudesinemised jms) Korduv projekt Krista Kampus

Ootel (1)

- ERP lõpp... Projekt

Activity Feed Share Close

Type Status Assessment Priority

Total: 15

- Pidev (7)
- Pole alustatud (2)
- Ootel (1)
- Poleli (4)
- Lõpetatud (1)

100 All

TALLINN SUSTAINABILITY GOVERNANCE MODEL

LINKING TLN 2035 ANNUAL AP WITH THE BUDGET.

EX ANTE/EX POST ASSESSMENTS FOR POLICY DEVELOPMENT

CIRCULAR ECONOMY AP

CITIZENS PARTICIPATION AP

CITIZENS' ASSEMBLY

PARTICIPATORY BUDGETING

OPEN CITY HUB

SD GOVERNANCE HUB

SUSTAINABLE&GREEN TALLINN STORY-TELLING AP

TRAINING PROGRAMMES


STRATEGY PARTY



Policy Development. Defining *what* needs to be achieved, using SDGs as a guiding framework to set a shared direction locally.



Multi-actor and multi-level governance. Growing capacity for ecosystem leadership, within the city organisation, with partners and the community. **International cooperation.**



Organisational development. Building culture, mindset and skills for holistic sustainability; “dancing with silos”; sense-making and story-telling

Horizontal Principles of Sustainability Governance

We have identified four interconnected horizontal principles based on our expertise and theory research:

Directionality

Defining clear long-term priorities and potential risks to guide current decision making and provide collective understanding of what is trying to be achieved.

Experimentalism

Embedding a 'learning through doing' approach based on the capacity to change approach when harmful path dependencies, new knowledge, or a lack of knowledge are found. Through this, we learn what does and doesn't work.

Collaboration

Recognising and orchestrating actions based on the need to involve multiple actors, and understanding of their agencies, capacities, and synergies.

Sincerity

Building legitimacy and trust by corresponding actions to goals, and being honest if they don't yet correspond.

TALLINN SD GOVERNANCE COMPETENCE CENTRE

BUILDING BLOCKS

SUSTAINABILITY GOVERNANCE MODEL

- Development and testing
- Training programme for city officials and politicians
- HR development
- Cooperation with universities etc

INTERNATIONAL PEER - LEARNING HUB

- Projects (Urbact SGC etc)
- Eurocities SDG TF
- Coop. with international organisations (ICLEI, Net-Zero Cities, UNECE Forum of Mayors, Nordregio etc.)
- Doughnut Economy Coalition
- Seminars, workshops

EXPERT SUPPORT TO OTHER CITIES

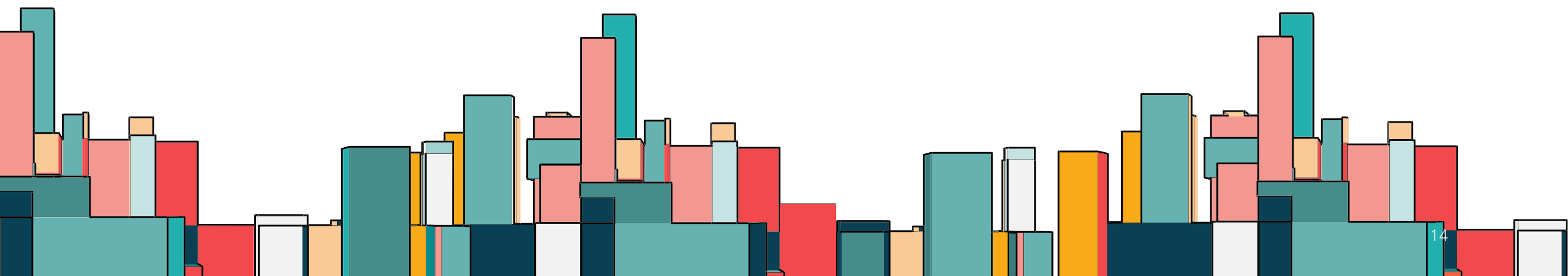
- In Estonia (Narva, Saaremaa municipalities)
- EU EaP (Ukraine, Georgia)
- Sustainability Leadership programme

INTERNATIONAL HUB

Objectives

for Tallinn

1. Provide a space for city practitioners, experts and organisations working on “sustainability governance” to meet to exchange knowledge and best practices.
2. Organise peer learning exchanges, capacity building activities and joint projects.
3. Capitalise and disseminate knowledge shared and co-created through the hub activities.
4. Feed into policy dialogue on the role of cities in sustainable development in the EU (and beyond).
5. Connect with other cities, experts and international organisations to access good practices, research and policy innovations relevant for advancing on Tallinn 2035 and its sustainability governance model.
6. Promote the interests of Tallinn in EU urban policy.
7. Increase the visibility of Tallinn’s work among peers, EU institutions and international networks, enhance its reputation as forward-thinking and responsible global citizen.



WHO WE HAVE WORKED WITH



SDG Task force



City peers:
Malmö, Gävle, Helsinki,
Espoo, Tampere,
Vantaa, Turku, Bonn, Stuttgart,
Mannheim, Valencia, La
Rochelle, Grenoble, Bratislava,
Braga, Glasgow.



INTERNATIONAL COOPERATION

URBACT networks



New URBACT network

Started June 2023 - 2025

9 cities in 9 EU countries

Partners: Espoo Finland; Tallin Estonia;
Jablonec Czech Republic; Kosice Slovakia;
Mannheim Germany; Gabrovo Bulgaria;
Agios Dimitrios Greece; Valencia Spain;
Braga Portugal.

Tallinn - Lead Partner

19 cities in 19 EU countries

Final Event in Tallinn,
January 2023

[Learn more.](#)

[Learn more.](#)



Welcome to the Global Goals for Cities Learning Kit



6 Modules to localise the UN Sustainable Development Goals (SDGs) through Integrated Action Planning

<https://urbact.eu/global-goals-cities-learning-kit>

<https://www.tallinn.ee/et/valisprojektid/global-goals-cities-learning-kit>

HIGHLIGHTS FROM 2023

Interreg Europe Policy Learning Platform

27-28 September 2023, onsite peer review

Developing better sustainability governance to close the implementation gap towards the Sustainable Development Goals (SDGs).

Peers from across Europe:

- Katharina Krell and Astrid Severin, Thematic Experts on Greener Europe
- Marcus Ljungqvist, City of Malmö, Sweden
- Prof. Dr. Louis Meuleman, Public Strategy for Sustainable Development (PS4SD), Brussels, Belgium
- Jeremy Williams, International Public Policy Observatory (IPPO) and UCL, United Kingdom
- Nicolas Gharbi, City of Madrid, Spain

[Learn more.](#)



PLANS FOR 2024

Events

- Online events (open)
- Peer learning exchanges (online and in-person)
- Sharing Tallinn's experience
- URBACT CSG network meetings

Knowledge curation and creation

- **SDG "wiki" / observatory:** Building a library of and innovative city administration and governance practices from cities around the world
- **Research and Development** supported by external partners (Tallinn model).

Dissemination

- **Blog posts:** capturing learnings from Hub activities to share with a wider audience.
- **Newsletter:** quarterly newsletter bringing together insights around Sustainability Governance



Tallinn
Strategic Management Office

Thank you!

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