

Module 6

Strengthening governance for the SDGs



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Basics

The 2030 Agenda and SDG governance – “SDG 16+”	4
Partnerships for the goals	6
Using the SDGs to strengthen local governance	8
Transition governance in a complex and changing world	10
Political leadership and SDG advocacy	12
10-Question Governance Game	26

Examples from the world

Brookings SDG Leadership Cities Network and the “SDG Effect”	16
The OECD Checklist for Public Action to implement a territorial approach to the SDGs	17
Bristol’s One City approach and SDG Alliance	18
Learning from EIT Climate-KIC <i>Healthy, Clean Cities</i>	20
Thinking long-term about participatory governance: Leuven 2030	22
Orléans Métropole’s Forum on Environmental Transition	24

Examples from GG4C

Gävle’s ambition to operate with a holistic perspective of sustainability using the SDGs	28
Glasgow’s plan to make the SDGs its main strategic framework	30
Tallinn’s guidelines for the implementation and monitoring of SDGs	32
Jihlava’s future governance to embed sustainability and participation in the municipality	34
Manresa’s Citizen Alliance for Sustainability	36

Acknowledgements and Credits for Module 6 38-39



The 2030 Agenda and SDG governance – “SDG 16+”

In the 2030 Agenda and SDG framework, considerable attention is paid to “how” to implement the agenda. This has been seen as a step forward compared to the previous global development framework called the Millennium Development Goals, which the SDGs replaced, where the governance aspect was not seen as sufficiently addressed.



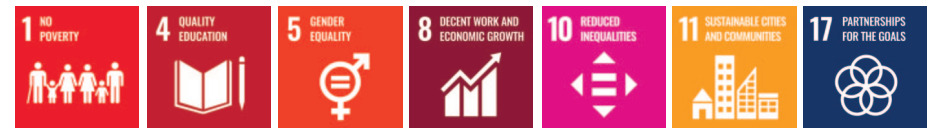
Through SDG 16, UN Member States have committed to: *promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*

In the targets under SDGs 16, improving things like transparency and accountability, rule of law and justice, safety and security, reduced violence, democratic values and participation, underline the importance of working on strengthening governance to deliver on the SDGs. Not all of these aspects are within the reach for cities alone to address, but many aspects apply to governments at all levels, and highlight the importance of multi-level governance.

SDG16+

The term SDG 16+ acknowledges the many SDG targets contribute to peace, justice and responsive institutions. The SDG 16+ concept has been developed adopted by a group of 43 UN member states, international organizations, global partnerships, civil society and the private sector working on strengthening governance for sustainable development – called the Pathfinders.

In the SDG16+ framework, other SDGs that cover important governance aspects are in particular: SDG 1 (e.g. equal rights to economic resources), SDG 4 (equal access to quality education), SDG 5 (women’s empowerment), SDG 8 (e.g. labour rights and equal pay for equal work), SDG 10 (e.g. equal opportunities, safe migration), SDG 11 (e.g. participatory urban development and safe public space) and SDG 17 (e.g. partnerships, policy coherence, data).



In 2019, the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies, including a range of UN agencies, prepared a **report on SDG 16+** to contribute to the thematic review of SDG 16 during the UN High-Level Political Forum.

The report highlighted the need for **political and financial commitment to the SDGs**, the need for a **whole-of-society approach** and the importance of **protecting fundamental freedoms** and to leave no-one behind.





Partnerships for the goals

Another important goal and dimension of the 2030 Agenda for strengthening sustainability governance is partnerships for the goals.



Through SDG 17, UN Member States have committed to: *Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.*

In the targets under SDG 17, improving things like policy coherence for sustainable development, working in multi-stakeholder partnerships and improving data to measure progress on the SDGs make it a practical goal to strengthen many of the governance mechanisms that will be explored in this Module.

Multi-stakeholder partnerships is further at the heart of the URBACT method for integrated sustainable development and – like the examples in this module will show – the URBACT local groups set up in all partner cities during the GG4C network are sometimes transformed into or contribute to existing governance bodies in the cities part of the Global Goals for Cities (GG4C) network.

The role of city-to-city partnerships and networks

Political leaders from the GG4C network have highlighted the importance of forums where cities can exchange good practices on SDG localisation and other challenges facing cities in a [Joint Statement of Support for SDG Localisation by URBACT Global Goals for Cities network](#). The statement underlines that cities need continued empowerment and support to translate the SDGs into local realities. Prior to the GG4C statement, the network joined a [call to Eurocities](#) on Strengthening Cooperation and Cocreation with European cities in the Context of SDGs and Voluntary Local Reviews.

[GG4C Joint Statement of Support](#)



[Call to Eurocities](#)



The importance of city partnerships for SDG localisation is also evident in other existing city networks, such as Eurotowns where small and medium-sized cities engage in a task team for the SDGs, among others.

URBACT will continue to provide support allowing cities to partner and create peer learning networks through the new [URBACT IV programme](#).



Photo credit: Daniel Simon, Veszprém



Using the SDGs to strengthen local governance

One of the opportunities provided by the 2030 Agenda is to actively use the SDG framework to make better strategies and plans, to coordinate cross-sectoral policies and to take a holistic view on sustainable urban development. The SDGs can help to analyse synergies and trade-offs inherent in some policy decisions, and to consider all dimensions of the 2030 Agenda.

Using the SDGs as a policy-making tool helps to avoid the pitfall of simply applying the goals as a “checklist” or “labelling” exercise, and further strengthens the potential for achieving policy coherence across government levels and between sectors, using a shared framework.

Many city leaders and practitioners underline value of using the SDGs to have a shared language, while putting social dimensions of sustainable development higher up on the agenda. Sustainable development is sometimes mistakenly seen as predominantly environmental, or focussed on climate action. The SDGs help to correct this and to break policy silos.

The GG4C partners have highlighted some of the key governance aspects that the SDG localisation process can support.

These were included in the joint statement signed by political leaders from the network partners (see previous section).

In this module, we look at some examples of approaches, mechanisms and tools that can help cities to exploit the benefits of using the SDGs to strengthen sustainability governance.

The SDGs help to achieve policy coherence across sectors and levels of government. Aligning policies and actions towards the same framework, the SDGs provide a shared language that helps to improve multi-level and cross-sectoral governance, as well as partnerships with the private sector and civil society actors.

The SDGs provide a framework for measuring progress holistically. Cities that work with localising the SDGs can improve their sustainability data and reporting to achieve better understanding of progress towards the goals.

Cities and municipalities – as the level of government closest to people – have a special role to play in raising awareness about the goals and engage stakeholders. Without people’s buy-in, the decisions needed to move forward risk not being made.



Transition governance in a complex and changing world

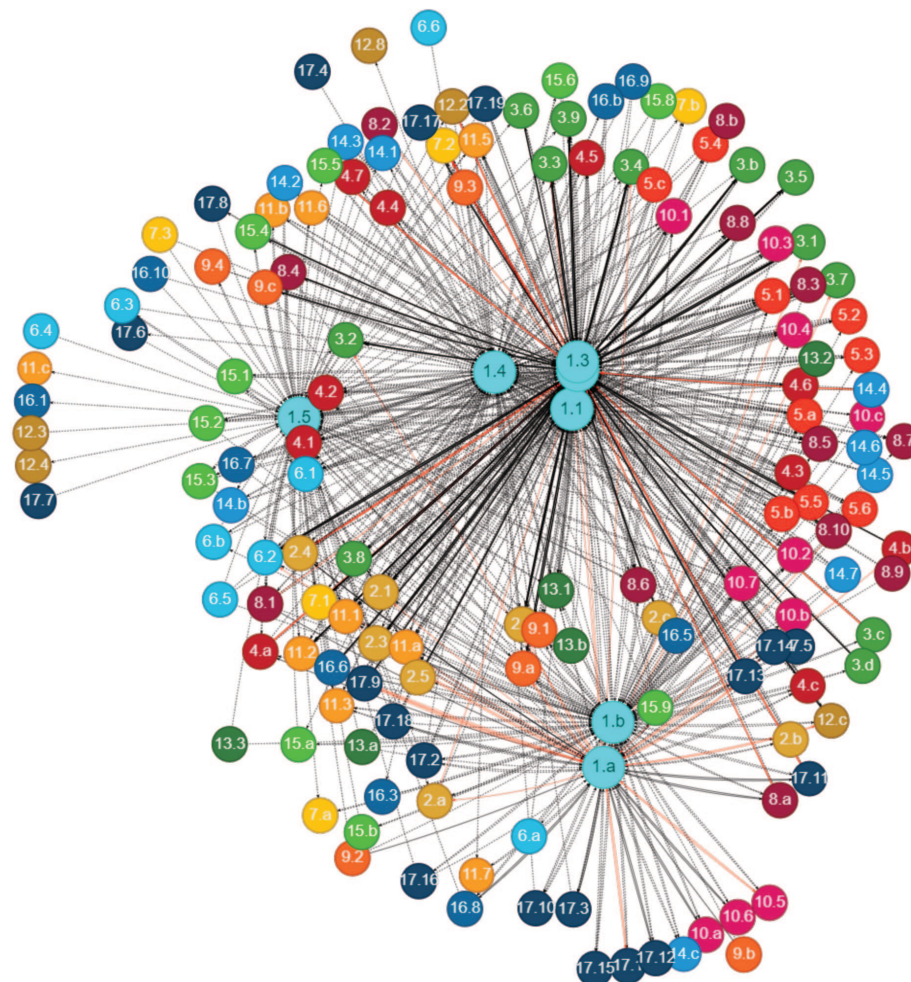
In addition to the governance benefits highlighted, there is an exploratory dimension to working with the SDGs as a holistic framework for city governance.

The indivisible nature of the SDGs requires us to “think in systems”. This is evident for example by looking at the image to the right, visualising the interlinkages of SDG 1 targets with other SDG targets. How can we deal with such complexity in policy-making?

The complexity of governing transitions towards a more sustainable future is not something that can be easily “managed” – it rather involves continuous learning together with local stakeholders and experimenting with new forms of participation and democratic processes.

In this module, we therefore explore some experiences in the field of “transition governance” and introduce a methodology to help cities set up participatory governance bodies as part of governing the transition required for achieving the SDGs holistically.

Visualisation of the complex interaction between SDG 1: *End Poverty* and the rest of the SDG targets using IGES' SDG Interlinkages and Visualisation tool.



Source: <https://sdginterlinkages.iges.jp/>





Political leadership and SDG advocacy

As with any large-scale transformation, political leadership is central when it comes to SDG localisation. When directed from the top, introducing new ways of working and measuring progress on sustainable development can be achieved through orchestrated efforts. Yet, it is obvious that not all cities enjoy such strong support.

One advantage of the SDGs is that the goals have already been adopted by national governments, and should therefore be somewhat straightforward to introduce to city leaders who have not already embraced the framework. As such, the SDGs can help to strengthen multi-level governance dialogue.

National association of cities and municipalities can also play a key role in using the SDGs as an advocacy tool, and organisations like United Cities and Local Governments, including local chapters like the Council of European Regions and Municipalities (CEMR) – partner of the URBACT GG4C network – work to provide local governments with a voice at the global stage.

Global Goals for Cities representatives at the 11th World Urban Forum in Katowice, Poland, June 2022



Photo credit: Stina Heikkilä, GG4C Lead Expert.

The Committee of Regions opinion on the SDGs

On 1 July 2021, an opinion developed by the mayor of GG4C partners city Braga, Ricardo Rio, in his role as rapporteur for the Committee of the Regions was adopted, which provides a useful example of SDG advocacy efforts. In the *Opinion of the European Committee of the Regions – Delivering on the Sustainable Development Goals by 2030*, the importance of supporting regional and local authorities through EU means is highlighted. For example, it states that the CoR:

“[paragraph 55] strongly supports the share of local and regional best practice and believes it is fundamental to promoting the SDG agenda, for example through the recently created URBACT Network pilot of cities localising SDGs. Nevertheless, the EU must create a new programme for the exchange of good practice between cities and regions across the EU, including cities from other continents, to identify global good practices and promote bilateral agreements”.

Opinion of the [European Committee of the Regions – Delivering on the Sustainable Development Goals by 2030](#)



Embedded SDG advocacy and governance through ‘anchoring institutions’

In cases political leadership is not prominent, universities or other non-political local institutions can be helpful allies in SDG advocacy and governance efforts. Engaging such institutions can also ensure that SDG governance efforts can span across election cycles.



Photo credit: GG4C partner city Solingen, during the network's 6th Transnational Meeting.



Brookings Institution
report on SDG effects



Brookings SDG Leadership Cities Network and the “SDG Effect”

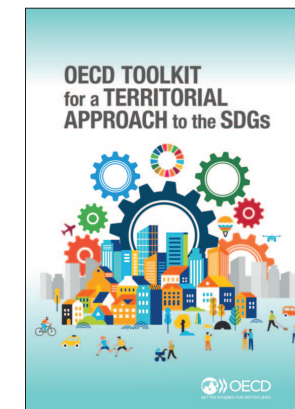
Since 2019, the Centre for Sustainable Development at Brookings has worked with 17 vanguard SDG cities in a community-of-practice, developing insights on SDG localisation. A recent report captures the “SDG effect” based on the cities’ experiences, providing interesting lessons for SDG governance. The effects are clustered in five areas:

- **Setting policy priorities and enabling political leadership.** Effects include realising shared priorities across sectors and shift focus to longer term priorities.
- **Strengthening evidence-based policymaking.** Effects include identifying gaps and new priorities (e.g. gender equality) and aligning city spending with SDGs (e.g. budgets and procurement).
- **Assessing progress in transparent and accountable ways.** Effects include improved accountability and better understanding the link between local action and community outcomes.
- **Identifying governance models that can accelerate SDG progress.** Effects include new partnership opportunities and enhanced citizen engagement.
- **Raising the importance of a long-term view and strategy.** Effects include formal and informal ways to make the SDGs “stick” in the city administration and across political cycles.

The OECD Checklist for Public Action to implement a territorial approach to the SDGs

The OECD Checklist for Public Action and Toolkit on a Territorial Approach to the SDGs explain how leading local and regional governments part of the programme have used the SDGs to make better policies. It covers five pillars:

1. **Policies and strategies:** integrating the SDGs into territorial policies and strategies.
2. **Multi-level governance:** improving multi-level governance structures and policy coherence for the implementation of the SDGs.
4. **Financing and Budgeting:** aligning budget and financing to ensure resources for sustainability.
5. **Data and Information:** Understanding how cities, regions and countries perform on the SDGs and their targets.
6. **Engagement:** Engaging stakeholders in the implementation of the SDGs.



The OECD checklist and self-assessment questions in the toolkit are useful for cities that have come some way in their SDG localisation journey, to see how to take their initiatives to the next level.

[OECD toolkit on a Territorial Approach to the SDGs](#)





Bristol's One City approach and SDG Alliance

Bristol, UK was one of the Lighthouse Cities for the GG4C partners on the theme of governance.

The One City Approach

The One City Approach in Bristol means that all activities in the city should align to the 2050 Vision: *"Bristol is a fair, healthy and sustainable city, a city of hope and aspiration where everyone can share in its success"*. In the 2050 time horizon, the achievement of the SDGs in 2030 is seen as a milestone.



The One City Approach means that all the strategies, structures and actions should be holistic and integrated as opposed to siloed, and incorporate core values of fairness, health, sustainability and inclusion. Organisations are urged to think outside their own spheres and consider implications of their actions at a city wide level. Six boards with organisations from across the city have been set up for each of Bristol's vision's six thematic fields.

Bristol's SDG Alliance

At first, SDG localisation in Bristol occurred mostly through grassroots advocacy outside of the local government, beginning with a partnership called the SDG Alliance, which got support from the University of Bristol through a project aiming to support city stakeholders in localising the SDGs. Over time, the role of the Alliance became to jointly support the SDG Alliance and Bristol City Council, providing embedded advocacy for the SDGs through the Bristol City Office. This external impetus increased political interest for the SDGs in Bristol.

Today, the SDG Alliance is a cross-sector stakeholder network of 180 members that meets every 6-8 weeks to share best practice and information about SDGs locally, nationally and internationally. It includes representatives from civil society, private sector, public sector and academia.

The Alliance conducts targeted awareness raising focusing on high influence individuals within organisations and works with continuing support from University of West of England students via the "SDG Alliance Associates".



Photo credit: Andy Newton on Unsplash



Learning from EIT Climate-KIC *Healthy, Clean Cities*

Focus on participation, learning and democracy

The EIT Climate-KIC Deep Demonstrations project *Healthy, Clean Cities* brought together 15 partner cities in Europe to accelerate their transitions towards climate neutrality and climate resilience – using joined-up, systems innovation as a key tool (see Acknowledgements and Credits for more details). The GG4C network took inspiration from this project to learn about transition governance approaches.

In this context, one of the *Healthy, Clean Cities* partner organisations, Democratic Society (Demsoc.org), defines **transition governance** as:

A framework for participatory learning and experimenting to facilitate and accelerate sustainable transitions.



Some of the steps of this participatory learning – like developing shared missions and co-creating actions to contribute to those – have been covered in Module 4. Here we focus on the local governance takeaways that can benefit cities.



Transition governance build on principles from climate democracy, namely that:

- Cities can better address the climate challenge by **addressing the democracy challenge**
- Cities can co-create a better future with their citizens through **participation**
- Cities embracing transition governance have strong potential to become **climate resilient cities**

Part of the motivation for embracing transition governance is to help cities organise themselves to support the transition and use the participatory component to help prevent popular rejection of measures needed to ensure sustainable transitions (e.g., the yellow vest movement in France).



By Thomas Bresson - Own work, CC BY 4.0, <https://commons.wikimedia.org/w/index.php?curid=75417108>



Thinking long-term about participatory governance: Leuven 2030

One of the most advanced experiments with transition governance is in Leuven (Belgium), part of the [EIT Climate-Kic deep demonstrations project](#).

The city has taken bold steps to ensure broad participation in the city's sustainability transition governance. Starting in 2013, [Leuven 2030](#) is an NGO with currently over 600 members, including the City Council, citizens' groups, educational and research institutions and companies. These five types of institutions are represented by a Board of directors whose 18 representatives are elected to represent the entire society. The chair of the board rotates periodically.

In 2022, the number of board members increased from 15 to 18, since the category civil society and citizens was split into two separate ones with their own representation, highlighting the importance given to participatory governance.

The 2050 Roadmap to a Climate Neutral Leuven

Since 2019, the 2050 Roadmap to a Climate Neutral Leuven guides everything that Leuven 2030 and its partners do through thirteen thematic programmes. At least one responsible party is appointed for each programme in the Roadmap. These are often experts who are made available part-time by partner organizations (sometimes for free, sometimes for a fee) to work on the Roadmap.

The Roadmap will be reinforced by the city's designation as one of Europe's mission 100 Climate-Neutral and Smart Cities by 2030.

Neighbourhood experiments

Leuven 2030 combines the strategic direction of the 2050 Roadmap with a tactical 'experimental' level in selected neighbourhoods. For example, to increase support for modal shifts towards low emission mobility options among local residents in the district Kessel-Lo (sub-municipal level), an extensive participation process included:

- ✓ a broad survey among residents
- ✓ a citizens' panel with 28 members
- ✓ action labs

The outcomes give direction to the design of the new mobility plan and a shared future narrative.



Photo Credit: By Johan Bakker - Own work, CC BY-SA 3.0



Orléans Métropole's Forum on Environmental Transition

In July 2021, following a period of postponed elections in France due to Covid-19, the new elected majority of Orléans Métropole (France) announced an ambitious plan to launch an all-encompassing six months *Forum on Environmental Transition*.

The Forum was defined as *“a novel approach to governing the climate transition supporting long-term mobilisation of Orléans citizens, with participation at its core”*.

The main objective of the Forum was to determine the key climate actions for the next 5 years and beyond. The six-months process hence worked to set the future missions and actions for the metropolitan area according to four cross-cutting priorities, including: just transition, Orléans' future assets, re-greening and well-being, and a new narrative for the city.

Thematic working groups were led by so-called “lead trios” – one municipal staff, one elected representatives and one civil society representative – and were in charge of involving local residents from the metropolitan area's 22 municipalities in co-creating future actions.

One of the Forum's working groups dealt with “Transition Governance”. Through its lead trio, it gathered local residents and active pro-climate NGOs in Orléans and around. The group recommended that a randomly selected citizen panel be set-up to oversee all the implementation of all the actions decided through the Forum process. Among different options considered for the citizen panel design, some were excluded by the local leadership: the panel should not be a decision-making body, nor an experts group, and it should not act as a “loudspeaker” for active NGOs. It should rather be a representative voice of people in the city advising on its future direction.

As a result, a “Citizen monitoring group for climate” was co-designed with Orléans Métropole, based on deliberative democracy models and principles.



Photo credit: Yves LC, CC BY-SA 4.0, via Wikimedia Commons



10-Question Governance Game

The best way to start designing governance bodies suited for the local context is to ask the right questions and engage with city leaders. For example:

- What purpose should the governance body have?
- Will it have decision-making powers or be consultative?
- How often should it meet?
- Who will be involved?
- Should a citizen panel be part of it?

The 10-Question Governance Game is designed to help practitioners collect feedback from local stakeholders and decision-makers regarding the type of participatory governance body that can become part of the city's sustainability governance.

The game includes a sequence of 10 questions, each with a set of pre-defined option cards to pick from, as well as empty cards to create new options. Each question indicates the approximate time to spend on it according to complexity level. The total time needed is around 1.5 to 2 hours, including sharing of results.

The Governance Game



Question 1 10 min

What is the purpose and mandate of your participatory governance body?

Pick its areas of responsibility and mandate. Add your own if needed.

Question 1 10 min

What is the purpose and mandate of your participatory governance body?

To help to set priorities and give advice to the city's leadership on the systemic transformation of the city

Question 1 10 min

What is the purpose and mandate of your participatory governance body?

To collect data and build knowledge about the city's transformation and disseminate it through training programmes

Question 2 10 min

Who should be involved?

Stakeholders that... Add your own if

Question 8 5 min

How will the governance body make its decisions?

Pick among the options or add your own.

Photo credit: GG4C partner Solingen



Gävle's ambition to operate with a holistic perspective of sustainability using the SDGs

Sustainable development has been an integral part of the municipality of Gävle's (Sweden) work for over a decade. In 2009, the municipality produced its first long-term visions statement on sustainability (for 2025), while in 2013 its first environmental strategic programme and principles for sustainability were launched. In 2017, the city produced a comprehensive plan for 2030, with an outlook towards 2050, and in 2018 social and economic sustainability programmes were launched. Between 2019 and 2021, the 2030 Agenda was gradually introduced in different programmes.

The municipality now seeks to take its efforts further by using the SDGs as a shared framework to make its sustainability work more coherent and holistic. A sustainability working group and governance group with members from across all the sustainability programmes and services are set up to oversee this work.

Gävle's mission to enhance policy coherence using the SDGs is: *By 2030, Gävle municipality will operate with a holistic perspective of sustainability due to increased competence and collaboration among the municipal organization, residents, associations and businesses.*

The municipality has set three thematic goals under its mission, with several actions under each:



- 1. The municipality governs and manages based on a holistic perspective on sustainability.** This will be achieved by streamlined sustainability reporting – indicators and reporting cycles aligned with SDGs – and 2030 Agenda training available for all staff.
- 2. Increased collaboration among its sustainability programmes** (social, economic, environmental), namely in communication activities and procurement, to improve how they deal with sustainability holistically.
- 3. Increased opportunities for local residents to influence decisions made regarding Gävle's sustainable development and to contribute to goals and targets.** New activities for engagement with residents will be developed, following a baseline study assessing the current situation and channels of engagement.



Photo credit: GG4C partner city Gävle



Glasgow's plan to make the SDGs its main strategic framework

Glasgow (Scotland, UK) has set the following governance mission:

By 2025, The UN Sustainable Development Goals are the main strategic framework for Glasgow City Council and its Arms' Length External Organisations.*

To achieve this, they have co-created four actions contribute towards embedding the SDGs in the municipal organisation:

1. **Develop and deliver training** to Elected Members, Senior Policy Leads and wider City Council Family on SDGs.
2. **Establish an SDG Champion Network** for Glasgow City Council to promote SDG implementation and foster collaboration towards the Goals, including through a Voluntary Local Review.
3. **Developing a UN SDG guidance framework** for a thriving city.
4. **Implementing a Climate Change Impact Assessment** for every decision of the City Council.

* Organisations that provide services to and on behalf of the Council.

The city of Glasgow also plans to leverage on its strong tradition of engaging communities in local policy-making. For example, by **introducing the SDGs into the existing practice of “Climate Cafés”**, the city works with the Glasgow Science Centre to reach people that may not otherwise engage in public consultations.

The SDGs are further brought in as a unifying framework for new initiatives, such as the Thriving City portrait being developed with the C40 cities network, University of Glasgow, local communities and businesses. The city will incorporate the vision set out in the city portrait and align it with local SDG indicators to develop a guidance framework which will help embed the SDGs in all council policies, including the Strategic Plan.



Photo credit: GG4C partner city Glasgow



Tallinn's guidelines for the implementation and monitoring of SDGs

The Tallinn City Council (Estonia) adopted the Tallinn Development Strategy "Tallinn 2035" (T2035) in 2020. Tallinn 2035 is the highest in the hierarchy of the city's development documents - all other plans and documents, including the development plans of different areas in the city, are based on the development strategy and need to be extending it (See the figure to the right).

The city has decided to use the SDGs to provide an additional opportunity to systematically assess the city's contribution and performance in relation to the global goals. To this end, a guideline gives precise instructions for the integration, monitoring and communication of SDGs in relation to the strategic goals and objectives agreed in "Tallinn 2035". The guide supports the implementation of the SDGs and "Tallinn 2035" holistically, in tune with the global goals.

The relationship between Tallinn 2035 strategy and other development documents in the city

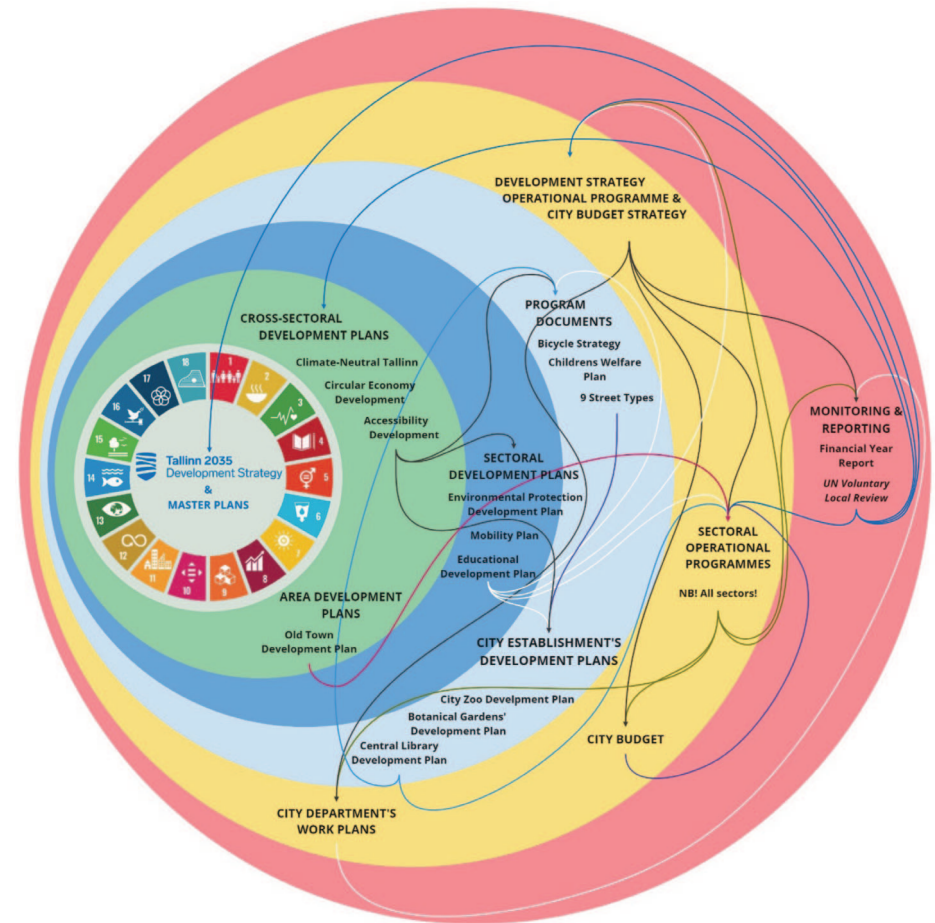


Image credit: GG4C lead partner city Tallinn



Jihlava's future governance to embed sustainability and participation in the municipality

In Jihlava (Czech Republic), a new governance structure is being proposed that will help to implement its long-term strategic plan (2023-2032), which localises the SDGs in the context of Jihlava. The strategic planning process involved continuous iteration, adaptation and dialogue, not the least in light of a new government being elected just after the first version of the strategy document had been finalised.

The case of Jihlava's strategic plan highlights some of the common challenges with having to adapt to changing priorities and leadership while keeping a long-term perspective. Having adopted a comprehensive and participatory planning approach helps to make the plan more resilient to change.

Next, to seek to ensure lasting changes in the municipality's governance of sustainable development, the city administration has proposed a number of new governance bodies to support its long-term strategic management.

The Strategy Committee consists of members of the city council, heads of departments, the strategic plan coordinator and external experts (as necessary). It will meet once a month to:

- (a) discuss and approve the selection of activities for yearly action plans;
- (b) approve the action plan in the context of the first reading of the budget;
- (c) discuss the implementation of the action plan for the period and check the quality of monitoring;
- (d) nominate members of the expert working group;
- (e) discuss and recommend the inclusion of new activities and actions, as appropriate.

The Expert Working Group acts as an expert advisory body to the Strategy Committee, providing opinions and recommendations based on annual reports on strategy implementation. It is composed of experts from companies, NGOs and public institutions in and outside of Jihlava. The group meets at least twice a year, convened by the strategic plan coordinator.

The Sustainability Action Group is a multi-stakeholder group – based on the URBACT local group – that will evaluate the impacts of projects and plans in relation to sustainability and the 2030 Agenda. It is composed of city staff, with internal or external expert advisors participating in meetings or project evaluations, when necessary, to guide project initiators in the area of sustainability.



Manresa's Citizen Alliance for Sustainability

In Manresa (Spain), the proposed governance model for implementing and monitoring its *Urban Agenda of Manresa 2030* and related action plan will be based on internal cross-cutting and integrated work as well as external participatory bodies, following the philosophy and principles of the UN 2030 Agenda and URBACT recommendations.

Internally, the Executive Board (EB) created previously to localise the SDGs and elaborate the integrated action plan implementing Manresa 2030 will lead the process. Composed of two officers and one advisor from Presidency and Mayor's Staff Service, and supported by the Presidency Councillor, the EB will keep working on a daily basis, organising meetings at different levels, facilitating and supervising the implementation of actions, and being the main responsible for updating indicators and reporting progress. To do this, the EB will rely on the different departments of the municipality, organising regular meetings to coordinate actions with specific officers from each policy area, and asking for data to update indicators monitoring the work.

Reporting and amendments to the action plan will be done every semester in a special session of the local council devoted to review the action plan progress and decide on the transformation of the city.

The URBACT Local Group will be transformed into the main citizens' body for making contributions and reviewing the progress made on Manresa 2030. **This forum will be called the Citizen Alliance for Sustainability.** It currently involves around 50 stakeholders representing a wide range of local public and private entities and NGOs from all fields: economic, environmental, social and cultural. Doors will also be open to the participation of experts, as well as non-organised citizens that wish to contribute and be engaged in the process.

The Alliance will meet at least once a year and will also be able to interact through a digital platform created by the city council for Manresa 2030. Members of the Alliance will share projects and actions that they are developing related to the Agenda both in the physical meetings and on the online platform. All citizens will also be able to enter the platform and be informed of the activity, projects, meetings and conclusions.

The Alliance members will be the Ambassadors of the Agenda, supporting raising awareness campaigns on SDGs and taking their own actions.

Activities involving school students in Manresa will continue, both aiming at raising awareness on sustainability among them, and engaging them in concrete actions to reach the local targets of the SDGs included in Manresa 2030.



Photo credit: Marta Ripollès



Acknowledgements and Credits for Module 6

This module was developed in response to the strong interest among GG4C partners to learn about governance mechanisms for the SDGs in cities, expressed in the network's kick-off survey. It complements Module 2 of this Learning Kit, which explains the process of setting up a participatory process using the URBACT method and tools. The main difference is that this Module focuses more on creating long-term changes to local sustainability governance, sometimes using the participatory process as a starting point.

Links: <https://urbact.eu/> | Toolbox: <https://urbact.eu/toolbox-home>

The example from the GG4C Lighthouse City Bristol was provided by Allan Macleod, Operations and Stakeholder Engagement Manager and SDG Coordinator, Bristol City Office, and Mayen Colyer, SDG Alliance Associate from the University of Bristol, presented during the GG4C's 6th Transnational Meeting in Solingen, Germany, April 2022 (remote presentation).

Examples from Global Goals for Cities partners are based on the results from their participation in the URBACT project. For a full list of names by city, please see the Acknowledgements in Module 0.

The examples and framework for Transition Governance presented in this Module were developed by Raphaël Pouyé, URBACT Ad Hoc Expert and country Director France for Democratic Society (DemSoc.org). It is based on work produced for Orléans Métropole as part of the EIT Climate-KIC Deep Demonstrations project: *Healthy, Clean Cities*.

- See: <https://www.climate-kic.org/programmes/deep-demonstrations/healthy-clean-cities/publications/>

The 10-Question Governance Game was developed by Raphaël Pouyé with support from Stina Heikkilä, Lead Expert for the URBACT Global Goals for Cities network.

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