INSPIRATION GUIDE: INTEGRATING THE SDGS INTO YOUR MULTI-ANNUAL POLICY PLAN

1   INTRODUCTION

The Association of Flemish Cities and Municipalities (VVSG) works with local authorities to translate the Sustainable Development Goals(SDG's) at the local level. To this end, VVSG offers promotional materials and tools and disseminates practical examples at the municipal level. In 2017, VVSG started a pilot project with a test group of 20 local governments to explore how the 2030 Agenda for Sustainable Development and its 17 SDGs can be integrated into the municipal policy and the local multi-annual plans.

In Flanders, all newly elected municipal councils will prepare a new multi-annual policy plan (MAPP) for 2020-2025 following the elections in 2018. This policy plan provides perspective and defines priorities for the coming six years. The policy planning process also provides momentum to organisational development. What do we stand for as an organisation? What values do we prioritise? What do we consider our core mission(s) and how do we want to achieve this/these? The development of the new MAPP provides a unique opportunity to put sustainability at the heart of your organisation. This inspiration guide on the **integration of the SDGs into the municipal policy planning** aims to support elected representatives, members of the management team, strategic policy coordinators and other local civil servants to grasp that opportunity

The Association of Flemish Cities and Municipalities (VVSG) considers the 2030 Agenda for Sustainable Development of the United Nations an ideal umbrella for adapting the local policy planning process to a sustainable future. This agenda contains 17 Sustainable Development Goals (SDGs) to achieve global sustainable development before 2030. The 17 objectives are structured along the 5 pillars of sustainable development: people, prosperity, planet, peace, and partnership. The Agenda is universal and addresses all actors around the globe – governments, companies, educational institutions, associations, and individual citizens – to jointly achieve these goals through partnerships. Many of these actors have already adapted their strategies to the SDGs. Local governments cannot lag behind and can even use the SDGs to enter into partnership with these actors. The SDGs provide a common language and framework to join forces and enhance cooperation with stakeholders in and outside your municipality.

Local governments have a special role, as their active involvement is necessary **to achieve 65% of the SDGs**.[1] A decisive approach to global challenges requires local action, and the SDGs explicitly acknowledge this. They even include a specific goal for local governments in the 2030 Agenda: SDG 11 concerning 'sustainable cities and communities'.

All SDGs have a link with **the powers of local governments**. This means every local representative and civil servant can contribute to the SDGs based on their own specific field of expertise. Local governments are essential to achieve the SDGs, but the SDGs have also plenty to offer to local governments, as they provide a unique umbrella for a high-quality, integrated, inclusive, and ambitious policy plan.

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[1]Cities Alliance Discussion Paper — N° 3, Sustainable Development Goals and Habitat III: Opportunities for a successful New Urban Agenda,
https://www.citiesalliance.org/sites/default/files/Opportunities%20for%20the%20New%20Urban%20Agenda.pdf

Figure 1. 17 Sustainable Development Goals

The SDGs are cross-cutting **goals that span across different domains** and departments. Therefore, collaboration across departments and with a range of actors in the municipality is essential. Moreover, the SDGs are interrelated andthe framework is indivisible: when you work on 1 SDG, you are very likely also working on other SDGs. This is how the SDGs promote cross-department cooperation across policy domains and help to avoid compartmentalisation.

The SDGs are an international agenda which provides focus to local policy and makes it more visible to the local population. By connecting your policy to international goals, you make clear that it does not only focus on local needs, but that itis also relevant in 'the grand scheme of things'. You add an **international and sustainable dimension** to your policy. And because the SDGs are a communicatively strong and attractive brand, you can make efficient use of them when communicating about your policy.

The SDGs also offer a moral compass for a **long-term vision** with 2030 as its horizon. They give a clear vision of the future: a sustainable world in which environmental, social and economic aspects of sustainability are balanced. Municipalities in Flanders have two terms to work on the SDGs and to develop a sustainable local policythat also lasts beyond 2030. The SDGs encourage long-term planning and act as a counterweight to electoral short-term pressure.

Reasons enough to pick up the SDGs as a local government. But how do you do this? How do you anchor sustainable development in the policy planning process? How can you integrate the SDGs into the various policy documents? The VVSG launched the SDG pilot (2017-2019) to explore this. We worked with 20 committed municipalities to develop methods, tools, and recommendations to make the municipal policy more sustainable using the SDGs. The SDG pilot follows the municipal policy planning process, as shown in the figure below.

Figure 2. The municipal policy planning process
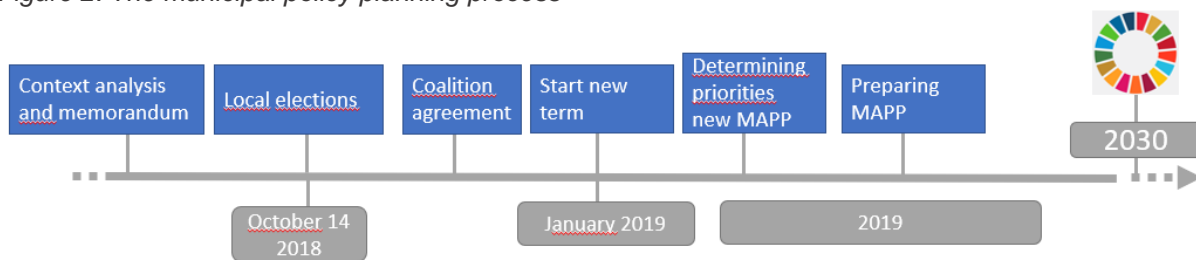
In our **inspiration guide on the SDGs and the context analysis**, we offer practical tools and to integrate the SDGs into the context analysis and the administrative memorandum (also called white paper). Concrete examples from the pilot municipalities provide extra inspiration.

We inspired **local political parties** by offering them tools to integrate the SDGs into local party manifestos. We also provide ideas on how to integrate the SDGs into the coalition agreement (in Dutch). Around 50 local governments in Flanders have included the SDGs into their coalition agreement.

Some local governments carry out an **impact analysis** (also called a materiality analysis) before drawing up the MAPP to determine on which domains they (can) have the greatest impact and to determine the priorities. We have described 3 practical methods[2] for conducting a materiality or impact analysis based on the SDGs (in Dutch) and to identify the SDGs you want to prioritise.

We now come to the heart of the policy planning process: the multi-annual policy plan. This inspiration guide gives tips, methods, and tools to use the SDGs as a framework when drawing up your MAPP.

2   READING GUIDE

The way in which the multi-annual policy plan (MAPP) is developed differs greatly between local governments. Not all local governments have the same expertise from previous planning periods or the same possibilities in terms of capacity and available time. In addition, they make their own decisions when it comes to who actually writes the final MAPP, which parties will be involved in which phase, and to what extent use will be made of indicators. This means that every MAPP is a unique document. Nevertheless, there are a number of statutory obligations that must be observed.[3]

There are also major differences between local governments when it comes to experience with sustainability and even the SDGs specifically. A number of Flemish municipalities, including the 20 SDG pilot municipalities, have gone through an extensive **planning process** in which the SDGs were used

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[2] These are:
- Materiality analysis from the SDG Manual for Government Bodies (Flemish Government in cooperation with Sustenuto)
- 5 SDGs with the greatest impact (CIFAL Flanders)
- Materiality matrix from the Sustatool (Antwerp Management School, AMS)

[3] More information about the statutory obligations that must be observed in the local policy planning process can be found on our website.

as a framework in the policy documents preceding the MAPP. Several municipalities integrated the SDGs into their context analysis or administrative memo or conducted an **SDG impact analysis**. This often went accompanied with efforts to raise awareness about the SDGs, both internally within the organisation and externally towards citizens. Local governments carried out the **SDG circle exercise**[4] with municipal departments, set up fun awareness campaigns, communicated about the SDGs on their website and in their municipal magazine, and organised information sessions and workshops for councillors and aldermen, the management team and/or staff members. It is possible to integrate the SDGs in you MAPP without any previous local action on the SDGs, but if you have taken one or more of the steps described above, you have an advantage because of the broader support for the SDGs in your municipality.

Just like there are numerous ways to structure the MAPP, there are also numerous ways to include the SDGs in the structure of your MAPP. Of course, you can decide how you want to do this and the extent to which you integrate the SDGs into your MAPP. The ultimate goal is a local government that puts sustainability at the heart of its organization and policy. A municipality or city in which all actions and initiatives fit the framework of sustainable development with a focus on people, prosperity and the environment. A culture in which everyone, volunteer and entrepreneur, civil servant and representative, individual and society, citizen and neighbourhood, city centre and periphery, want to leave a sustainable mark on society.

In this inspiration guide, we provide a number of options and methods to structure your MAPP from the broad sustainability perspective of the 2030 Agenda for Sustainable Development and its 17 SDGs. Depending on the planning process in and the support and the capacity of your municipality, you can select one or more of the proposed options and methods. Of course, variations to the proposed processes for integrating the SDGs are possible. Use them as a source of inspiration and set out a course which is feasible for your municipality. We will first discuss a number of factors for success that will help you when you prepare and implement an MAPP based on the SDGs. We will then provide a number of specific ways to integrate the SDGs into the MAPP document.

A combination of provided processes is recommended if you want to benefit the most from the integration of the SDGs into your MAPP, but make sure it remains consistent. An important benefit of the use of the SDGs in your MAPP is that it **encourages an integral, cross-department approach** because you can clarify and highlight the relationships between the various policy objectives, action plans and/or actions. You can do this by, for example, including SDG icons in your MAPP, or by including an SDG register. You can then increase your ambition level by using SDG indicators, but also by considering various dimensions of sustainable development (social, economic, ecological, peace, and partnerships) when defining goals, action plans and/or actions.

This inspiration guide is a **living document**. Considering the current state of the planning cycle in Flanders, there are no complete real examples yet of multi-annual policy plans in which the SDGs have

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[4] Gameboard 17 SDGs: core theme and 3 levels
Gameboard 5 pillars of sustainable development: core theme and 3 levels

been integrated. As municipalities make progress in the preparation of their MAPP, this brochure will be supplemented with concrete examples.

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3 THE SDGS IN THE MULTI-ANNUAL POLICY PLAN: FACTORS FOR SUCCESS

The factors for success in this section are also recommendations that help with a successful integration of the SDGs into your multi-annual policy plan (MAPP). Even though you do not need to implement all of them, they are all tips that facilitate a smooth coordination of the integration of the SDGs into your MAPP and ensure that the SDGs are communicated and supported, both internally within your organisation and externally among your citizens.

> **Choosing for the SDGs requires dedication**
>
> Local governments that really want to work on the SDGs choose for an interesting and rewarding, but also tough challenge, both substantively and in organisational terms. The SDGs are not something you can address on a whim.
>
> Choosing for the SDGs means:
>
> ▶ a long-term commitment;
>
> ▶ a story in which you work together with citizens, organisations, and other stakeholders;
>
> ▶ a coherent policy on sustainable development. Choosing to focus on renewable energy, but at the same time investing in a bank which invests in fossil fuels, is troublesome, for example;
>
> ▶ ensuring a 'whole of government' approach in which municipal departments work across portfolio boundaries to achieve shared goals and to provide an integrated response to particular issues.

3.1. Political mandate

Political approval to use the SDGs as a source of inspiration and as a compass for the municipal policy is essential. If the SDGs have been included in the coalition agreement, there will usually already be support, and political approval should not be a problem. If this is not the case, submit your plans with the SDGs to the municipal council.

As a local government, you can also formalise your commitment to the SDGs by signing the SDG Declaration of Commitment 'Global Goals, Local Focus' of the VVSG.

3.2. Leadership

Leadership, both politically and administratively, is an important precondition and factor for success for creating an organisational culture which revolves around sustainability. Mayors, aldermen, but also municipal council members, or members of the management team who actively communicate about the SDGs and promote them, are an important form of leverage for further enhancing the support for this sustainability story.

Some local governments formalise this leadership. In the Flemish city of Lommel, the mayor is explicitly responsible for the SDGs in his portfolio. The Municipality of Balen has appointed an SDG official. The
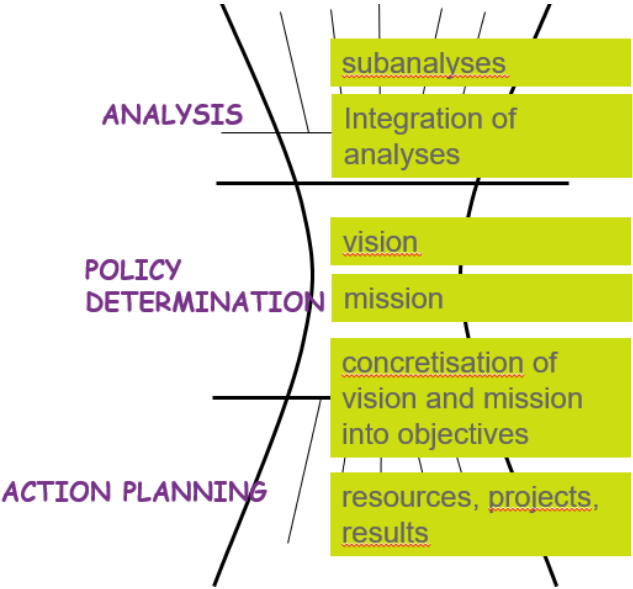
Dutch Municipality of Rheden has appointed 17 employees as SDG ambassadors. Each of them serves as an 'instigator' of a dedicated SDG by drawing internal attention to it. Various Flemish municipalities are currently also planning to appoint SDG ambassadors. Their role is to ensure that policy decisions make the greatest possible contribution to 'their' SDG and definitely do not have a negative impact.

3.3. Milestone plan and agreements memo

Streamline your policy planning process using a milestone plan and agreements memo. A milestone plan provides a clear overview of the crucial moments in the preparation of the multi-annual policy plan (MAPP): each phase, assignment, and deadline will be clear. The milestones indicate whether you are on track. Achieving a milestone means achieving a concrete result. This enables you to accurately monitor the progress and achieved results and make adjustments where necessary. Important milestones which each council will usually go through: updating vision and mission, defining policy goals and translating these into specific action plans, actions and accompanying indicators. Of course, other milestones are possible, such as organising participation moments, and communicating about the final MAPP. If you have decided to use the SDGs, it is wise to indicate for each milestone whether and how you will integrate the SDGs.

In addition to a milestone plan, it is also useful to streamline your policy process in an agreements memo. This memo indicates who is responsible for the different milestones, but also describes the relationship between the council and the board of mayor and aldermen on the one hand and the management team and the administration on the other. How will local politicians and civil servants collaborate to achieve the goals of the MAPP? Use the agreement memo to indicate who will monitor the integration of the SDGs into the municipal policy.

The policy determination phase is usually the prerogative of the elected representatives. They determine the broader picture and main priorities. However, the involvement of the management team or other civil servants in this phase differs from council to council. Once the priorities are set and the overarching goal structure is ready, the action planning phase will start. Action plans and actions that are needed to achieve the goals, are formulated and developed. The municipal administration is always closely involved in this phase. The use of the SDGs as a framework during the action planning phase can be very appealing and raise a lot of awareness.

ANALYSIS
- subanalyses
- Integration of analyses

POLICY DETERMINATION
- vision
- mission

ACTION PLANNING
- concretisation of vision and mission into objectives
- resources, projects, results

Ideally, the preparation of the MAPP is led and coordinated by a small steering committee, called the 'MAPP coordination committee' in this document. This committee is responsible for the processing of all information in the strategic and financial plan in accordance with the relevant Flemish legislation (Policy and Management Cycle). The MAPP coordination committee ideally consists of no more than ten persons, as it becomes more difficult to make decisions on, for example, a definitive goal structure, if more people are involved. The MAPP coordination committee can vary in terms of composition, but the

general and financial director are always part of the core group. It usually also includes other members of the management team, heads of department, and public experts. However, the committee can also include aldermen, councillors, or external stakeholders. If there already is an SDG working committee in the municipality, it would be wise to include someone from this working committee in the MAPP coordination committee. Since the MAPP must ultimately be approved by the municipal council, coordination and collaboration during the preparation of the MAPP is recommended.

3.4. Adjusted organisation structure

Keep in mind that a multi-annual policy plan (MAPP) linked to the SDGs requires a new way of thinking and working. A more horizontal organisational structure with a more project-based approach facilitates the integral and cross-departmental approach needed to contribute to the 2030 Agenda for Sustainable Development. This organisational structure allows for the creation and dissolution of teams serving specific projects and programmes. An increasing number of organisations, including local governments and other government bodies and departments, have taken steps towards leaving the traditional, compartmentalised organisation structure. Working with the SDGs as a framework encourages and reinforces this trend, as the SDGs are interrelated and an integral approach is required. The preparation and implementation of an MAPP into which the SDGs have been integrated will be easier if you step away from the classic approach in which your goal and budget frameworks follow the structure of your organization with its different departments. Sound agreements are critical in this respect.

3.5. Support for the SDGs

Garner support for the SDGs, internally within your organisation and (later) also externally among actors in your municipality to make them realise the added value of using the SDGs as a compass for the multi-annual policy plan (MAPP). The SDGs can increase the relevance of your MAPP, making it a strategic document on which the municipal administration can rely as a guideline and a way to check their work.

The development of the MAPP is also an excellent opportunity to involve employees in the SDG story of your municipality. When employees realise that their work has an impact on the SDGs, which even increases by cooperating across departments, a cross-department approach based on a sustainability mindset becomes not only possible but also more appealing.

Of course, this requires employees to be familiar with the SDGs. If you decide to use the SDGs in your MAPP, it is important that at least the persons involved in its development have thorough knowledge of the 2030 Agenda and the SDGs. These persons will initially be the elected representatives, the management team (MT), and the MAPP coordination committee, but once the goals of the MAPP have been defined, you need input -action plans and actions - from the employees. In an ideal situation, the entire municipal organisation is familiar with the SDGs. Ways to achieve this:

▶ Organise SDG introduction moments – an explanation or workshop – for the board of mayor and aldermen, the municipal council, the MT, at department meetings, or for the entire staff. You can engage the VVSG for this[5], use this accessible SDG presentation (in Dutch) with a number of facts

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[5] Contact the staff officials of the International Department of the VVSG:

about each SDG and local policy measures, or split up into small groups to complete the SDG circle exercise. This exercise shows participants that the SDGs are not beyond their scope, but that in their daily work they are already contributing to the SDGs. They get a feeling for the SDGs, learn to look at policy through the viewpoint of sustainability and discover the many links between what's happening within their municipality and the SDGs. This is how people learn to think about challenges in your municipality and how to address them within the framework of the SDGs. This exercise can also be a way to let employees think about the SDGs when developing actions for the MAPP.

▶ When you explain to your employees how you will address the MAPP and what you expect from them, make sure to introduce the SDGs. Briefly explain what the 2030 Agenda for Sustainable Development entails, how you are planning to include this agenda in the process of drawing up the MAPP, and why this is important. Complete an introduction exercise in which each employee selects three SDGs and discusses with a colleague how the municipality can contribute to them.

▶ Draw up an internal stakeholder mapping for each SDG: who do you need to work on the different SDGs? You can also let the departments complete the exercise themselves. Each department gives a score of 0-1-3-9 to indicate to what extent their department contributes to each SDG. 0 means that the department does not contribute to the SDG, while 9 means that the department makes a significant contribution to the SDG. This enables departments to link their work to the SDGs. The exercise can also help bring people together on certain themes across departments (e.g. all departments which rated SDG 1 ('Poverty') a score of 9 or 3), or to designate initiators for the SDGs.

Department	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	...
Department X	9	3	3	0	3	0	1	...

▶ Disseminate our publication 'Local shoulders for global challenges: a local translation of the Sustainable Development Goals'. This publication provides a brief description of each SDG, indicates which of the 169 sub-goals (also called 'targets') are relevant to local councils, and gives examples of specific measures and actions that local governments can implement in order to achieve progress on the given SDG. Your municipality may already have implemented some of these examples. Others may inspire to go one step further.

▶ You can use the promotional materials distributed by VVSG to launch a powerful message in your municipality, for example by displaying our animation movie. Visualising the SDGs and discussing them is the first step to achieving the ambitious goals. We collected 50 actual examples for raising awareness in an accessible manner, both internally within the municipal organisation and externally among the wider population. There are a lot of original actions and materials to raise awareness about the SDGs: banners, chocolates, stress balls, a GPS game, SDG icons in the municipal information brochure, etc.

▶ Set up an SDG working committee with employees from different departments (e.g. international cooperation, environment, communication, policy planning, ...) to help write the SDG story of your municipality. You can easily start with a small working committee made up of enthusiastic colleagues and expand it later with employees from different departments.

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4 THE SDGS IN THE MULTI-ANNUAL POLICY PLAN: PROCESS AND DOCUMENT

Each local government that starts working with the SDGs has to deal with two goal frameworks when drawing up the multi-annual policy plan (MAPP):

- The MAPP with the goal framework of the municipality, in which the goals are translated into action plans and actions in accordance with the regulations of the Policy Management Cycle legislation;
- The 5 pillars of sustainable development (people, planet, prosperity, peace, and partnership), broken down into the 17 SDGs and their 169 targets.

Figure 3. Overview of the 5 pillars of sustainable development and the 17 SDGs

Integrating the SDGs into your MAPP means linking your own goal framework to that of the SDGs to the greatest possible extent. Ideally, you will only have one goal and monitoring framework. When linking your MAPP to the SDGs, keep in mind that one municipal goal can usually be linked to several SDGs, and vice versa, as one SDG can be linked to several goals or actions from the MAPP. Two examples:

- A strategic goal in the MAPP related to reinforcing the economic fabric can focus on sustainable business parks (SDG 9), social economy and entrepreneurship among young people (SDG 8), encouraging short supply chains (SDG 2 and 12), supporting second-hand stores (SDG 12), etc.
- SDG 13 'Take urgent action to combat climate change and its impact' can be linked to several goals, such as reducing CO_2 emissions in the municipal territory, and actions in the MAPP, such as LED street lighting, collective actions for insulating walls or roofs, energy scans of municipal buildings, a local sustainable food strategy, bicycle campaigns with schools, etc.

Sections 4.3 to 4.9 explain how you can link your own goal framework to that of the SDGs. The SDGs will ideally also have a place in the introduction of your MAPP and in the vision and mission of your municipality. Sections 4.1 and 4.2 explain how to do this.

4.1.   The SDGs in the introduction of the multi-annual policy plan

Regardless of how rigorously you will use the SDGs when preparing your multi-annual policy plan (MAPP), it is important to indicate in the introduction the issues your local government wishes to address in the coming years and how this is in line with the 2030 Agenda for Sustainable Development. Choosing to pay attention to sustainable development from a global perspective in the municipal policy is a deliberate choice. If you wish to explicitly state this in the document, the inspirational text below can help you phrase this.

Inspirational text
The citizens of the municipality of <x> do not live on an island: what happens on the other side of the world has an impact here and vice versa. This global connectedness brings both opportunities and challenges. This multi-annual policy plan uses the Sustainable Development Goals of the United Nations (SDGs) as an umbrella and moral compass for the municipal policy. The SDGs are a perfect framework to respond to the challenges of today and tomorrow. The UN uses 17 goals to strive towards a sustainable world in 2030. In this inclusive and universal development agenda, development is inextricably linked to respect for our planet and its inhabitants.
All 17 goals relate to local powers and cannot be achieved without the efforts of cities and municipalities. These global challenges present themselves at the local level, including in the Municipality of <x>. At the same time, the local level is where solutions can be found. The municipality is the level of government closest to the people and knows best what is going on and needed. The Municipality of <x> recognises the needs and wishes of its citizens and wants to address these by placing them in the broader story of sustainable development.
The SDGs are a great opportunity for the Municipality of <x> to work together with its citizens, companies and civil society on a better, sustainable future for all citizens of the Municipality of <x> and the generations that succeed them. This is why the MAPP you are now reading is structured along the lines of the Sustainable Development Goals.

4.2.   The SDGs in the vision and mission

If you have decided to work on the SDGs, an explicit reference in your vision text would definitely be fitting. The commitment to addressing these global challenges at the local level can be very invigorating, motivating and unifying, both within and outside the organisation and across party lines. By anchoring this commitment in your vision and mission, you create an important means of leverage to gain more support. The mission and vision are not just the calling card of your municipality, they also have the internal role of motivating employees by showing them the overarching framework they are working for.

But you also create a means of leverage for an ambitious and sustainable policy, as the vision and mission are the foundations for your goal framework. However, anchoring the SDGs in your vision, mission, and values will only be effective if they are included in all aspects of the organisation; if the 'software' (values) are linked to the 'hardware' (systems, processes, organisation). This is why it is important that employees make efficient use of the vision and mission to reflect on their actions.

The following brainstorm exercise will use the SDGs as a source of inspiration for making your mission and vision more sustainable. Complete it with the members of the management team, the MAPP coordination committee, the college of mayor and aldermen and/or the municipal council.

Step 1: The participants are familiar with the concept of 'sustainable development' and the SDGs. Make use of the overview of the 17 SDGs (Annex B) and the publication 'Local shoulders for global challenges'.

Step 2: The participants each receive 5 post-its. They write down 1 word or concept that pops into their mind when they think about sustainability in the context of the municipality. The following questions may provide some direction:

- How is sustainability expressed in your internal organisation? And in your external services?
- What is your goal? What do you want your municipality to look like in 2030? And what must change to achieve this?
- What is your municipality doing, and what is the added value of this? What would you like to focus more on?
- What does your municipality stand for? What are your core values? What do you believe in?

Step 3: Place the post-its at the SDG which corresponds most strongly to the word written on it. Use the SDG circle exercise with the 17 SDGs or flip charts for each SDG. You can also use the circle exercise with the 5 pillars of sustainable development or a flip chart for each pillar. Place the same and similar words in one group. If you have words or concepts from step 2 that are difficult to place within the framework of the SDGs, keep them separate to discuss which of these words and concepts you wish to include in your final vision and mission (step 5 and 6).

Step 4: Discuss the result with the group. Which SDGs have the most words? Do these SDGs and words reflect the elements that must be included in your mission and vision? What SDGs have the least words? Do these SDGs reflect the elements that you don't want to include in your mission and vision, or are these blind spots you have not thought about, but you do want to pay attention to?

Step 5: Select a workable number of words for both the mission and vision. Discuss with the group what these words mean in the context of your municipality.

Step 6: Write down your mission and vision based on step 5. Some examples are:

- Explicitly state that your municipality wants to contribute to the 2030 Agenda and/or the SDGs;
- If the brainstorm exercise showed a clear number of SDGs to which you want to contribute based on your mission and vision, you can include them;
- If the core values that arise from this method are similar to the key values of the 2030 Agenda[6], you can include them;

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[6] The key values of the 2030 Agenda are: universal, indivisible, inclusive, integral approach, cooperation, and long-term.

- Place the words that have been written down in an <u>SDG template</u> to visually include the SDGs in your vision and mission.

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4.3.   Define your goals based on the SDGs[7]

The SDGs are global, strategic goals: they must be achieved globally within the next decade and span multiple policy terms. Therefore, the best approach is to translate the SDGs into your own municipal goals. The following method helps you with this. You can use the 5 pillars of sustainable development or the 17 SDGs as the goal structure of your multi-annual policy plan (MAPP) (for an example, refer to Berlaar in Annex A). But most likely, the 2030 Agenda will serve as a source of inspiration for defining and phrasing your own goals.

Step 1: The participants are familiar with the SDGs. Use the overview of the 17 SDGs (Annex B).

Step 2: Translate them into your own goals. Select the SDG targets that are relevant to your own municipality. List them as shown in the table below. You can use the assessment made by the VVSG for the <u>development of local SDG indicators</u> or the publication <u>'Local shoulders for global challenges'</u>.
Note: You can also use the 17 SDGs or the 5 pillars and not include the level of the SDG targets when translating them into your own goals. In that case, replace 'SDG target' by 'SDG' or 'Pillar' in this method. You can also choose to first determine the SDGs you will prioritise using <u>an SDG impact analysis (in Dutch)</u> and complete the exercise only for these SDGs. The prioritised SDGs should ideally be translated into specific goals (and in the later development of action plans and actions).

Step 3: Each participant will think about possible opportunities for the municipality related to the selected SDG targets, writes down a number of key words on post-its, and places them in the table with the corresponding SDG target.

Discuss the result with the group and phrase your own goals based on the post-its and this discussion. Write these down in the third column with the corresponding target.

The following questions may provide some direction for the discussion:
- Are the priorities from the coalition agreement and the challenges from the context analysis

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[7] This step is based on the 'Define your own Sustainable Development Goals' method, which is part of a work book which will be published by CIFAL Flanders at the end of 2019.

covered sufficiently?

- Are there any negative or positive effects on other SDGs?
- Are there SDG targets that have no or only a few post-its? Discuss whether you do not want to include any goals related to this SDG target, or whether these are blind spots you have not thought about, but you do want to pay attention to. In this last case, define additional goals with the group.
- Check whether the goals are actually goals, not actions.

Step 4: The MAPP coordination committee decides, in consultation with the college of mayor and aldermen, which goals will be included.

Table 1. Example of Facility Department (Flemish Government): determining goals using the SDGs

SDG	Relevant target	Translation to own goal
2 GEEN HONGER	2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	The Facility Department provides healthy, varied, and balanced food in its restaurants and coffee bars while paying attention to the use of products from sustainable food systems.
3 GOEDE GEZONDHEID EN WELZIJN	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	The Facility Department creates a healthy and safe workplace.
7 BETAALBARE EN DUURZAME ENERGIE	7.3 By 2030, double the global rate of improvement in energy efficiency	The Facility Department creates energy-efficient buildings, ensures continuous improvements to the energy performance, and focuses on renewable energy.

Source: SDG Work Book, CIFAL Flanders (to be published in the autumn of 2019)

4.4. Define actions based on the SDGs

We offer 3 methods to collect proposals for actions from municipal departments using the SDGs as an umbrella.

Note: Just like when defining goals based on the SDGs, you can also choose to focus on a number of prioritised SDGs defined using an SDG impact analysis (in Dutch). Make sure not to lose track of the totality and interconnectedness of the 2030 Agenda.

Method 1: SDG circle exercise

Step 1: If you use the 5 pillars of sustainable development or the 17 SDGs for the structure of your multi-annual policy plan, organise a dialogue with employees for each pillar or each cluster of SDGs. If you use your own policy goals, it may be easier to organise a dialogue for each (cluster of) policy goals(s).[8] Invite a group which is as diverse as possible in terms of expertise.[9] Appoint an initiator for each dialogue who is responsible for collecting and processing the information.

Step 2: Explain what the SDGs are. Then use the SDG circle exercise. Place each policy goal in the heart of the circle. Think about actions that may implement the goal in the centre, write them down on post-its, and place them at the relevant SDG. If they also contribute to other SDGs, add this to the post-it. Provide any available sources of information:
- product catalogue
- previous MAPP
- context analysis and administrative memo
- coalition agreement
- VVSG publication 'Local shoulders for global challenges'
- municipal practices per SDG
- inspiration brochures on policy themes and SDGs (in Dutch) (e.g. mobility and SDGs, child care and SDGs, …).
- SDG indicators set and accompanying manual

Step 3: Discuss the actions you want to retain with the participants. If there is time, place each of these actions in the heart of the circle. Check whether you can adjust the actions to make them contribute to different SDGs. In other words, check whether you can make them more sustainable, for example, by cooperating with different colleagues or departments. This is how the SDGs can inspire you to develop actions based on an integral and sustainable vision. You can often make a greater contribution to sustainable development by joining forces.

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8 If you use your own set of policy goals, you can still choose to organise a dialogue for each cluster of SDGs. Indicate which policy goals are linked to the pillar or cluster of SDGs for each dialogue. The MAPP coordination committee will make a selection of actions after the dialogues and assign these to the corresponding policy goals. The employees will be informed about this.

9 You can also choose to complete the circle exercise for each department or service when developing actions. Keep in mind that this will give a less broad picture of sustainable development than when you define and develop actions with a diverse group.

Method 2: cross table

Step 1: The MAPP coordination committee has created a cross table like the one set out below (completed with fictitious examples for SDG 13) and will complete the 'pillar', 'SDG', and 'goal' columns, but will leave the other ones empty. Versions in which you leave out certain columns (e.g. SDGs or pillars) or add new columns (e.g. SDG targets, recommendations of the administrative memo, priorities of the coalition agreement) are possible.

Step 2: If you use the 5 pillars of sustainable development or the 17 SDGs for the structure of your MAPP, organise a dialogue with employees for each pillar or each cluster of SDGs. If you use your own policy goals, it may be easier to organise a dialogue for each (cluster of) policy goals(s).[10] Invite a group which is as diverse as possible in terms of expertise.[11]

Step 3: Explain what the SDGs are and why you are using them to prepare the MAPP. Brainstorm about actions and write them down in the cross table. Also indicate whether the action is a priority and to which other SDGs it contributes. Provide the information sources listed in step 2 of method 1.
If organising the dialogues takes too much time, place the templates on your intranet, or mail them to the departments with the request to complete them. It would still be a good idea to provide the above information sources.

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[10] If you use your own policy goals, you can still choose to organise a dialogue for each cluster of SDGs. Indicate which policy goals are linked to the pillar or cluster of SDGs for each dialogue. The MAPP coordination committee will make a selection of actions after the dialogues and assign these to the corresponding policy goals. The employees will be informed about this.
[11] You can also choose to complete the circle exercise for each department or service when developing actions. Keep in mind that this will give a less broad picture of sustainable development than when you define and develop actions with a diverse group.

Table 2. Cross table to define actions based on the SDGs

Pillar	SDG	Goal	Action plan	Priority	Action	Priority	Link with other SDGs
Planet	13	Reducing CO_2 emissions in the municipal territory by 40% before 2030	We increase the share of renewable energy	no	Working on support for wind energy	No	7, 11, 17
					Installing PV panels on municipal buildings	No	7, 9, 11, 16
			We reduce CO_2 emissions of transport and mobility	no	Encouraging the use of public transport by free bus and train plans for young people and people aged 65+	No	1, 11
			We reduce CO_2 emissions in residential areas	yes	District renovation of social housing	Yes	1, 7, 9, 10, 11
					Awareness campaign for citizens, civil society, and retailers to increase bicycle use	No	3, 11, 17
					Reducing the number of cars in the city centre using Park & Rides, a district circulation plan, and a dynamic parking guide system	Yes	3, 9, 11

Method 3: start, stop, continue

You can use this method to check the 5 Ps, (some of) the SDGs and/or your own goals in relation to the coalition agreement and the context analysis. You will simultaneously update your policy and structure it based on the SDGs.

Step 1: the MAPP coordination committee prepares a template as the one below (completed with fictitious examples for the People pillar) and completes it, but will leave the 'start', 'stop', 'continue', 'explanation', and 'link with other SDGs' columns empty. Of course, versions in which you leave out certain columns (e.g. SDGs or pillars) or add new columns (e.g. SDG targets, own goals, recommendations for administrative memo, priorities) are possible. You can also provide additional information about the 2030 Agenda, the SDGs and/or the 5 Ps. You can use an accompanying document (such as the overview in Annex B) or by providing a brief description of the SDGs and/or pillars in the template itself.

Table 3. Template to define actions based on the SDGS using the start, stop, continue method

Pillar	SDG	OA adoption	Administrative agreement	Start	Stop	Continue	explanation	Relationship with other SDGs
People	1. No poverty	The OCMW currently fails to reach 50 families living in poverty	We will end poverty	*Automatically assigning rights and social benefits*				SDG 10, 16
	2. No hunger	Malnutrition among the elderly increases		*Delivering food packages to the elderly*		*Social grocery*		SDG 1, 3, 10
	3. Good health and well-being	Number of traffic accidents has increased in recent years	Safe municipality			*We observe the STOP principle*		SDG 11
	4. Quality education	School drop-out rates have fallen to 1%			*Action plan against school drop-out rates*			SDG 10
	5. Gender equality	Only 1 in 4 management positions in the municipality is held by a woman	Equal opportunities for everyone	*Women are encouraged to strive for higher positions*				SDG 8.10

Step 2: Organise dialogues with groups of employees from different departments to complete the template. Explain what the SDGs are and why you are using them to prepare the MAPP. Ask the group to place the action plans and actions for which they are responsible in the 'start', 'stop', or 'continue' column. Also ask them to complete the 'explanation' and 'link with other SDGs' columns as thoroughly as possible. New actions will be placed in the 'start' column. The benefit of a cross-department dialogue is that it can look at the actions of other departments with a more critical perspective, and can more objectively indicate whether they must be continued, stopped, or started. Provide the information sources listed in step 2 of method 1.

If organising the dialogues takes too much time, place the templates on your intranet, or mail them to the departments with the request to complete them. It would still be a good idea to provide the above information sources.

4.5.   Check your multi-annual policy plan against the SDGs

The methods described in section 4.3 (Define goals based on the SDGs) and 4.4 (Define actions based on the SDGs) are both based on the idea of using the 2030 Agenda for Sustainable Development with the 17 SDGs as a framework to determine the policy goals, action plans, and actions in the municipal multi-annual policy plan (MAPP). However, the context of your municipality may not permit this approach, for example, because you deliberately opt for a different structure for the multi-annual policy plan or because your municipality has only just become familiar with the SDGs.

Using the SDGs as an assessment framework when drawing up the MAPP remains feasible and helpful, however. By checking the different draft versions of the MAPP against the SDGs and determining the possible negative and positive effects of goals and actions on the SDGs, the employees can get familiar with the SDGs, the MAPP can be adapted to make an even greater contribution to sustainable development, and you can maximise positive synergies. You can also choose to focus on a number of prioritised SDGs determined using an SDG impact analysis.

Checking policy goals against the SDGs

Work with the MAPP coordination group to check the goals in the MAPP against the 2030 Agenda for Sustainable Development and the SDGs: does the goal contribute to the key messages of the 2030 Agenda? With which SDG(s) do the goals from the MAPP align? How can the goals from the MAPP have a positive impact on the SDGs, and what are potential negative impacts? This check helps identify possible gaps to adjust the goal framework where necessary. Give the employees information about the SDGs and communicate to which SDGs the policy goals contribute. This helps them to consider the various aspects of sustainable development when preparing actions plans and actions.

Checking action plans and actions against the SDGs

Ask the employees to check the action plans and actions they have developed against the SDGs. This can be done by using the SDG circle exercise (also refer to section 4.4). If you use a template for collecting input (action plans and actions) from the employees for the MAPP, you can include a specific question in which they can indicate to which SDGs the action plan, action or project contributes. That way, employees reflect on and link their own daily work with the SDGs. You can also take another step and ask about the positive impact of the project or the action in relation to the SDGs and the potential negative consequences or risks.

An example:

▶ The City of Ostend has created input sheets for the various themes in the coalition agreement. Each sheet includes the applicable SDGs and SDG targets, besides the relevant elements from the coalition agreement, useful analyses and data, as well as elements from the previous MAPP.

Be critical: is this an action plan/action that contributes to sustainable development (e.g. an action related to infrastructure is not necessarily sustainable)? Can the action be adjusted so it is more in line with the SDGs? With which departments or services can we create a link? You can also ask employees to think about the links between prioritised SDGs and their own work/department, and ask them to propose actions that contribute to these prioritised SDGs.

You can make use of the [inspirational brochures on policy themes and SDGs](#) (only available in Dutch).

4.6.   Visualise: label your multi-annual policy plan with the SDG icons

If your multi-annual policy plan (MAPP) has already been completed or is in an advanced stage, you can also label your MAPP with SDG icons afterwards. You can also choose for this approach from the start, for example, because you find it difficult to link your own specific goal framework to that of the SDGs. This method may be considered a form of window dressing, but can still be of significant added value to your MAPP because it makes the cross-department connections clear. Especially in combination with the use of SDG indicators and/or SDG reporting codes, this is a low-treshold, but worthwhile approach for integrating the SDGs in your MAPP.

However, there is a risk that labelling adversely affects the legibility of the document. After all, goals, action plans, and actions can often be linked to multiple SDGs, which makes the labels seem disorderly or chaotic. Because actions are more specific than action plans, and even more specific than the usually general and broad goals, labelling at the level of the actions reduces the chance that you label elements of the MAPP that do not necessarily contribute to sustainable development.

Discuss the actions in the MAPP with the MAPP coordination committee and define with the group which actions you will label with which SDGs. You can also choose to first ask the employees to link their actions (e.g. method in section 4.5), after which the MAPP coordination committee will critically examine this exercise and make the final decision. The result may look like figure 4.

Figure 4. Linking SDG icons to actions from the municipal multi-annual policy plan

<u>Policy target 2</u>
2.1. CO2 emissions in municipal territory reduced by 40% before 2030.
      <u>Action plans</u>
      2.1.1. Working on support for wind energy.

      2.1.2. Installing PV panels on municipal buildings.

      2.1.3. Promoting use of renewable energy by, for example, expanding permit policy, premiums, joint procurement, or a collective approach.

2.2. Measures to reduce CO2 emissions by transport and mobility.

      2.2.1. Promoting the use of public transport using free bus or train plans for young people and/or people aged 65+, free night buses during weekends, introducing a third-party payer system, …

      2.2.2. Re-valuating existing or creating new route connections for new residential developments to promote cycling and walking.

Source: Province of Limburg, Environment and Nature Department, "Integration of the climate policy into the Policy and Management Cycle"

4.7. Draw up an SDG register

You can add an 'SDG register' to the MAPP. This is a list of the 17 SDGs in which you provide an overview of all actions in the MAPP that contribute to each SDG, including the page where the action

can be found, and any other SDGs to which the action also contributes. This register can be a true added value for both the departments and interested citizens, without affecting the legibility of the document.

This register may look as follows:

Figure 5. SDG register to the municipal multi-annual policy plan

1. NO POVERTY	
Automatically awarding rights	p. 5
We will build 50 additional social residences	p. 13
7. AFFORDABLE AND CLEAN ENERGY	
Premiums for e-novation	p. 14
Working on support for wind energy	p. 21
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE	
Constructing a new tram line	p. 7
Constructing a new library	p. 19
10. REDUCED INEQUALITIES	
Free public transport for new citizens	p. 5

4.8. Use SDG indicators

The United Nations defined one or more indicators for each of the 169 targets of the SDGs. These global indicators are not linearly applicable or available at the level of each Flemish municipality. In other words, they need to be translated at the municipal level to be able to monitor the progress. VVSG has done so and ended up with an extensive set of 205 local SDG indicators, broken down along the lines of the 5 Ps, the 17 SDGs, and the 169 SDG targets. It allows your municipality to select the indicators that best match the goals, action plans, and actions that the council wants to monitor.

A set of 205 indicators is a lot. We therefore selected 54 basic indicators which together cover relatively well the 17 SDGs. This is a handy ready-to-go set of indicators, but we recommend customising the set to adapt it to the priorities of the council.

Use the local SDG indicators set and read the accompanying manual.

4.9. Use SDG reporting codes

If you want to monitor the progress related to the SDGs in your municipality and report on this, the SDGs should ideally also be part of the policy and management cycle software to prevent parallel reporting. For this purpose, VVSG has developed SDG reporting codes, which can be linked to the actions in the MAPP. The reporting codes were chosen in consultation with the SDG pilot group and the Agency of Local and Provincial Government of the Flemish Government. The specific SDG codes will be entered in the "Reporting Codes" field in the software. Reporting codes are the most feasible and usable option for including the SDGs in the policy and management cycle software.

The use of SDG reporting codes offers various benefits:

- The SDGs are part of the existing policy and management software, which makes it easy to create reports on the different SDGs;

- The use of the codes can help gain more insight into the SDGs that your municipality wants to actively address, without this resulting in an opinion on the impact;
- You can assign multiple SDG reporting codes to one action, demonstrating the interrelatedness between the SDGs;
- By involving the municipal services and staff in assigning the SDG reporting codes, you also raise awareness about the 2030 Agenda for Sustainable Development.

Be aware of the fact that the use of the SDG reporting codes also entails risks:

- The use of the SDG reporting codes is, in essence, a retrospective assessment method in which you label already developed actions with an SDG reporting code. You do not necessarily base your actions on the 2030 Agenda for Sustainable Development. Make sure that you integrate the SDGs during the preparation and implementation phases of the policy planning process, as described in this inspiration guide.
- There is also a risk of over-labelling, in which SDG reporting codes are assigned to actions from the MAPP even when they are not sustainable, go against the spirit of the 2030 Agenda or do not fit within the framework of one of the sustainable development goals. To avoid over-labelling and the wrong use of codes, you can use the SDG reporting codes in combination with the local SDG indicators. You will only use the SDG reporting codes for actions that are linked to an SDG indicator[12]. This avoids any doubts about which reporting code you must use. After all, the indicators are expressly linked to one or more SDGs. If you use an indicator from the list for SDG 1 (Poverty), the SDG reporting code for this action will be SDG01.
- The SDG reporting codes can be used incorrectly when a wrong SDG reporting code is chosen for an action. An action related to the sewer system may use code SDG14 (life below water), while code SDG06 (clean water and sanitation) would be correct. This is because SDG 14 concerns seas and oceans. In order to mitigate this risk, you can use the table in Annex B in which the themes and domains of each SDG reporting code have been described.

In order to facilitate the use of the SDG reporting codes, one reporting code per SDG is used. We do not work at the level of the 169 targets. There is only one exception: SDG 11 (Sustainable cities and communities). SDG 11 is directly linked to the core duties of a local government and consists of a range of themes. One reporting code for SDG 11 would be too broad, and therefore useless. SDG 11 has therefore been divided into 8 sub-codes (from SDG1101 to SDG1108), as shown in Annex C. When you check one of these sub-codes, also make sure to check the general code SDG11. Depending on the software, this will take place automatically or you will need to do so manually. By also checking the general code SDG11, you will be able to draw up a general report on SDG 11. If you would rather avoid using sub-codes and/or if an action matches the general scope of SDG 11 but not one of the sub-topics, you can simply check code SDG11 rather than the sub-code.

The available SDG reporting codes and an indicative table with topics/themes to which these codes relate can be found in Annexes B and C.

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[12]This can be an SDG indicator from the list offered by VVSG or an own SDG indicator closely linked to an SDG indicator from the list or an SDG target. The SDG indicator can be assigned to the action to which you wish to link an SDG reporting code, but also to the action plan to which the action belongs.

5. THE SDGS AS A FRAMEWORK FOR PARTICIPATION PROCESSES

By using the SDGs as a framework for participation initiatives, you raise awareness among citizens about the importance of the 2030 Agenda and simultaneously use the expertise of your citizens to jointly look for solutions to the complex challenges this long-term agenda wishes to address. Citizen participation which ensures that all citizens are included and heard also expresses the core value of the SDGs: "Leave no one behind".

In our inspirational brochure 'The SDGs as a framework for citizen participation' (in Dutch), we give suggestions on how to integrate the SDGs into various forms of citizen participation and at different participation moments during the policy planning cycle. The document contains numerous links to specific participation methods and examples from local practice.

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6. ANNEXES

6.1. Annex A: examples from practice

Berlaar

The Municipality of Berlaar in the province of Antwerp is at the time of writing preparing the multi-annual policy plan (MAPP) and has chosen to use the 17 SDGs as its structure. The MAPP coordination committee (the management team in this case) drew up a milestone plan and initiated the structure and development of the MAPP. Berlaar used its 'products' (e.g. providing identity cards) as a starting point. The MAPP coordination committee checked the product catalogue against the SDGs. The products were divided among the members of the coordination committee during a workshop. Each member was given a list with products that were not part of his/her department to enable a critical assessment. Each member had to assign the products on his/her list to one SDG. Each product was written on a post-it and placed on the flip chart of the corresponding SDG. Everything was then discussed with the group to determine whether the products were placed at the correct SDG.

The result of the workshop was communicated with a broader working committee consisting of employees of different departments. Did they accept the division? This broader working committee then developed actions for the products. These are both regular and new actions.
The departments will also be asked to assign at least one SDG indicator to each action.

Berlaar is currently considering whether it will use the SDG reporting codes. Because Berlaar adopts the SDGs as its own policy goals, the actions will always start with the number of the relevant SDG. This means that SDG reporting codes may be used to indicate to which other SDGs the action also contributes.

6.2. Annex B: overview of 17 SDGs

OVERVIEW 17 SUSTAINABLE DEVELOPMENT GOALS

 End poverty in all its form everywhere: Today many people in developing countries are living on less than USD 1.25 per day. In Belgium the fight against poverty also stays at the top of the political agenda. The aim of this goal is to reduce poverty at a national level by 50% by 2030. The idea is to eventually eradicate poverty in all its forms.

 End hunger, achieve food security and improved nutrition and promote sustainable agriculture: Everyone has access to affordable food. By using new agricultural techniques healthy and high-quality food is cultivated in a sustainable manner. This will guarantee food security for everyone.

 Ensure healthy lives and promote well-being for all at all ages: Child and maternal mortality must be reduced. The same goes for alcohol and drug abuse. Information about infectious diseases is required in order to prevent these diseases from spreading. The United Nations wants more attention for mental illnesses and plead for less traffic deaths.

 <u>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</u>: Boys and girls are free to go to primary and secondary school. They are also given the opportunity to continue to go to school. Technical, vocational or university education must be freely accessible, regardless of sex or origin.

 <u>Achieve gender equality and empower all women and girls</u>: We must get rid of gender inequality: the glass ceiling, the pay gap and gender violence. Women, like men, are entitled to good health and knowledge about sexuality and reproduction.

 <u>Ensure availability and sustainable management of water and sanitation for all</u>: Everyone has the right to safe drinking water and sanitation. The water quality must improve, such as by reducing pollution, reduce the dumping of chemicals and waste by fifty percent. Water scarcity must be addressed.

 <u>Ensure access to affordable, reliable, sustainable and modern energy for all</u>: Energy must be produced and used more efficiently. Universal access to modern, affordable and sustainable energy. Renewable sources are becoming increasingly important.
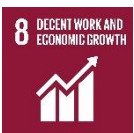
 <u>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</u>: Particularly the least developed countries need economic growth. Safe working conditions, dignified work for men, women and young people and the protection of labour rights can contribute to this. The United Nations want to eradicate slavery, forced labour and child labour. Economic growth should in no case damage the environment and living conditions of people.

 <u>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</u>: A strong economy and social welfare are based on solid sustainable infrastructure. Innovative industry and internet are also essential for everyone.

 <u>Reduce inequality within and among countries</u>: Inequality - both between countries and within countries themselves - must be addressed. Low wages, for example, should grow faster and developing countries should have more say in the decision-making of international financial and economic institutions.

 1. <u>Make cities and human settlements inclusive, safe, resilient and sustainable</u>: The housing of the future must take into account a growing population. That is coupled with safe, clean and sustainable construction techniques. Residential areas get more green areas and nature. Decent public transport provides an answer to traffic pollution.

 <u>Ensure sustainable consumption and production patterns</u>: Our consumer society produces a lot of waste. Commodities should therefore be managed sustainably and used efficiently. People worldwide have to be warmed to a more sustainable lifestyle. Furthermore, it aims to decrease food waste and produce less waste.

 <u>Take urgent action to combat climate change and its impacts</u>: Climate change affects every country on every continent. Therefore, the administration should provide measures, and citizens should become aware of how to adapt to climate change. The United Nations wants to empower vulnerable nations against natural disasters.

Conserve and sustainably use the oceans, seas and marine resources for sustainable development: Seas and oceans are at risk and should be protected. Overfishing, waste and illegal fishing are at odds with a sustainable policy. Our use of water and wastewater on land plays a key role in the protection of seas and oceans.

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss: Ecosystems on land such as forests, swamps and mountains should be protected. Conservation of biodiversity is a priority. Affected natural areas are restored.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels: Peace, security and legal protection are essential for a better world. This includes the protection of children from abuse or ill-treatment and the fight against corruption. People have a right to competent and fair governance at all levels.

Strengthen the means of implementation and revitalize the global partnership for sustainable development: The United Nations expect more cooperation: between businesses, governments, citizens and organizations, but also between all players. Technology, knowledge sharing, trade, finance and data are very important. Collaboration is the key to further sustainable growth.

6.3. Annex C: SDG reporting codes

The following SDG reporting codes are available for the BBC:

SDG01

SDG02

SDG03

SDG04

SDG05

SDG06

SDG07

SDG08

SDG09

SDG10

SDG11

      SDG1101

      SDG1102

      SDG1103

      SDG1104

      SDG1105
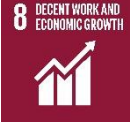
      SDG1106

      SDG1107

      SDG1108

SDG12

SDG13

SDG14

SDG15

SDG16

SDG17

The following table gives an indication to which subjects/themes an SDG reporting code relates.

Sustainable development goal (SDG)	Reporting code BCC	Description
	SDG01	Combating poverty in all its dimensions, e.g. access to basic services; access to economic resources; social security systems; housing quality
	SDG02	Food safety and security; malnutrition; sustainable agriculture; short supply chains

	SDG03	Physical and mental health; alcohol and drug use; access to high-quality and affordable health care; traffic safety; health risks caused by air, water, and soil contamination
	SDG04	Access to high-quality and affordable primary, secondary, and higher education; poor school results and drop-outs; lifelong learning; pre-school care (including child care centres); global citizenship
	SDG05	Gender quality; gender violence; unpaid care and domestic work; political and economic inclusion of women
	SDG06	Access to drinkable water and sanitation facilities; sustainable water management; water quality
	SDG07	Energy poverty; sustainable and renewable energy; increasing energy efficiency
	SDG08	Economic diversification and innovation; inclusive employment (i.e. gender, origin, persons with disabilities); youth unemployment; decent work; entrepreneurship; environment-friendly economic development (i.e. use of natural resources, greenhouse gas emissions); tourism; fair trade; clean clothes
	SDG09	Infrastructure; sustainable industrialisation (environmental impact); technological innovation; smart cities; access to the Internet
	SDG10	Combating inequality and increasing inclusiveness (i.e. age, income, gender, origin, persons with disabilities); integration; social cohesion; international inequality
	SDG11	Inclusive, safe, resilient, and sustainable cities and communities
	SDG1101	Sustainable, safe, and affordable living

		SDG1102	Inclusive and sustainable mobility
		SDG1103	Inclusive and sustainable municipal development and planning with focus on participation
		SDG1104	Heritage sites
		SDG1105	Addressing climate-related disasters
		SDG1106	Environmental impact of municipalities, i.e. air quality and waste management
		SDG1107	Design of public space with focus on safety, greenery, accessibility, and vulnerable groups
		SDG1108	Regional development exceeding the level of the municipality; connection between city and periphery
12 RESPONSIBLE CONSUMPTION AND PRODUCTION		SDG12	Raw materials management; promoting sustainable production patterns (e.g. less polluting and wasteful production); food waste and food surplus; limiting waste production through prevention, recycling, and re-use; sustainable procurement policy; sustainable public tenders; sustainable consumption, including by citizens; combination of local food and fair trade
13 CLIMATE ACTION		SDG13	Measures and policy plans to combat climate change and its consequences, such as reducing CO_2 emissions; covenant of mayors; cooperation with citizens on climate actions
14 LIFE BELOW WATER		SDG14	Protecting coast and sea ecosystems; sustainable fishing; avoiding marine pollution
15 LIFE ON LAND		SDG15	Terrestrial ecosystems, such as forests and swamps, biodiversity; trade in protected plant and/or animal species
16 PEACE, JUSTICE AND STRONG INSTITUTIONS		SDG16	Safety; corruption; legal system; transparent and efficient services; citizen participation and representative decision-making; diversity in the administration

	SDG17	Focus on international partnerships and international cooperation; partnerships related to sustainable development/SDGs (within and between municipalities); promoting cross-departmental approach to sustainable development